

## **INVEST NORTHERN IRELAND BOARD MINUTES 2012**

**January 25th – 26th, 2012 – Workshop Notes**

**January 26th, 2012**

**February 22nd, 2012**

**March 21st, 2012**

**April, 25th, 2012**

**April, 25th, 2012 – Meeting with the Minister for Enterprise, Trade and Investment**

**May, 23rd, 2012**

**June, 20th, 2012**

**August, 22nd, 2012**

**September, 19th, 2012**

**October, 24th, 2012**

**November, 28th, 2012**

# **INVEST NI BOARD WORKSHOP 25 AND 26 JANUARY 2012**

## **DAY 1- 25 January 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Bryan Keating

Roy Adair

Frank Hewitt

John Brady

Gerry McCormac

Tim Brundle

Ed Vernon

### **Apologies:**

Dr David Dobbin, Dr Alan Lennon and Gerry McGinn

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Amanda Braden, Donal Durkan, Peter Harbinson, Bill Scott, Alison Gowdy, Damian McAuley & Charles Hamilton

**Minute Taker:** Michelle McBride

## **1. Welcome**

The Chairman welcomed everyone to the Board Workshop and thanked the Board and the Executive Leadership team for taking this time out of their schedules.

He ran through the timetable of this event and outlined the objectives of the Workshop, noting the challenges and the opportunities.

## 2. Current Economic Situation and Outlook – Richard Johnston

Richard Johnston joined the Board Workshop to present the Current Economic Situation and Outlook.

- Richard Johnston detailed the revision to relative wealth measurements and how this affects Northern Ireland.
- The Board debated activity in general noting the positive increase in manufacturing industries and the decline in construction and services industries.
- The members discussed the importance of the ability of companies to move into different areas.
- The Board considered the data on GVA
- The Board and the Executive Leadership team agreed that Invest NI must have a strong message on the issues raised regarding the current economic situation.

## 3. Programme for Government and Economic Strategy- Chief Executive

The Chief Executive presented the Programme for Government and the Economic Strategy.

- He referred the Board to the documents in the Workshop preparation pack
- The Chief Executive asked the Board for verbal feedback during the day and also for formal feedback to Damian McAuley via email (**ACTION-Board members**)
- It was noted that consultation closes for both the Programme for Government and the Economic Strategy on 22 February 2012.

- The Chief Executive asked the Board to respond by 10<sup>th</sup> February and noted that this will then be discussed at the February Board for final approval **(ACTION- Board members)**
- The Chief Executive asked the Board to refer to page 21 of the document - he noted that the previous Programme for Government cited the Economy as the priority; he commented that the current draft is not as definite on this assertion - the Board agreed that Invest NI respond on this point. **(ACTION- Executive team to respond)**
- Chief Executive referred to page 28- noting that it does not mention Exports; the Board agreed that this important issue should be in the document. **(ACTION- Executive team to respond)**
- The Board discussed Local Start jobs.
- The members debated “sub regional growth”.
- The Board agreed that they needed to reflect on targets in line with Corporate Plan.

#### **4. Improving Board Performance- Bryan Keating, John Brady and Ed Vernon**

The Chairman asked Board members Bryan Keating, John Brady and Ed Vernon (as the longest serving Board members) to present on the topic of Improving Board performance.

Bryan Keating, Ed Vernon and John Brady provided an overview of their time as Invest NI Board members.

Bryan Keating raised the following points:

- He believes that the organisation has become less bureaucratic since his first years as a Board member.

- Bryan noted that the organisation is now more customer focused and is strong in engaging with MLA's and regional areas.
- He said that there is currently a more challenging Board in place than previously.
- He questioned the effectiveness of current Performance Appraisal system of Board members and asked if there was some way for the Executive team to make more use of the Board.

Ed Vernon raised the following points:

- He noted the value of contributions made by the Board to Skills and to International investors
- He believes that the collective intelligence of the Board has not been fully utilised and asked about the decision making powers of the Board.
- Ed stated that Board members should be 'speaking for the organisation' more in public and in private.
- He questioned the amount of invitations to openings that Board members receive and stated that there should be more interaction of this kind.
- He asked the Chairman to consider the re- introduction of the Board Committee structure.

John Brady raised the following points:

- He noted the improvements to the Board and the Executive Leadership team in recent years.
- John believes that the mindset of the Board can be a constraint and the Board needs to be bolder in its direction of the Executive team.
- He noted that the first 3 years of his term were boom years for the economy and the last 3 years have seen the global downturn in the economy. John stated that it is important to learn the lessons from both periods.

The Board discussed the issues raised and the role of the Board.

On decision making, Professor Gerry McCormac noted that he had provided input to the decisions regarding Transform via the Board sub-committee on the initiative, put in place by the Executive, and that he lead a session on this at the main Board meeting. He stated that he believes the induction process for Board members provided by the organisation provides important information on the role of the Board. He noted that the Board can add value with constructive criticism, but that its role is a strategic and not an operational one and sometimes Board discussions become too operational in content.

The Board members thought that clarity on the decision making powers of the Board would be helpful.

**(ACTION: To be included in refresher training for the Board- Michelle McBride)**

The Chairman agreed that the challenge function is a key function of the Board, however he agreed that it was important that the Board did not to delve into the operational area. Board members discussed how the organisation can use the attributes of Board members better, and how relating this to the needs of the Executive Team can be improved. He noted that the Board had raised concerns about the approval process for the Boosting Business initiative and of the Board's lack of involvement in the planning stages of this, however he stressed the Board was fully supportive of the Executive team in undertaking this initiative.

It was agreed that at Board meetings, members should take the Board papers presented in the Board book as read and seek clarification if necessary on specific points, but that the focus of Board meetings should be on one topic for discussion at each meeting. **(ACTION: Chairman)**

The Board asked that the Terms of Reference for the Board are circulated.

**(ACTION: Michelle McBride)**

The Chairman and Chief Executive agreed to consider a re-introduction of the Committee structure. **(ACTION: Chairman and Chief Executive)**

The Executive Leadership team agreed to consider these issues further, however initially responded on the following:

- The Chief Executive noted the importance of Strategy to the Board and the Executive Leadership team
- He noted the benefits of Workshops like this event.
- He agreed that there should be more Board involvement in putting forward Invest NI's position to stakeholders.
- The Chief Executive is keen to maximise the influence of the Board.
- The Board and the Executive discussed the Board Committees.
- The Chief Executive addressed the queries regarding the decision process and noted that Board members are involved in casework approvals, with Fund of Funds oversight, and were consulted at every stage of Transform via sub committees.
- The Chief Executive discussed the Boosting Business initiative and stated that an "Extraordinary Board meeting" was not called to consider this as it was not deemed necessary – Boosting Business was a tactical response to a challenge given by the Minister to the organisation. The Board raised the point that an email approval / sign off initiative by Board might have been considered.

The Chair thanked Bryan Keating, Ed Vernon and John Brady.

## **5. Corporate Plan- Session 1-Targets- Chief Executive and Executive Leadership Team**

The Chief Executive introduced the Invest NI Corporate Plan. He noted that endorsement of both the document and the targets is required from the Board.

Tracy Meharg presented on R & D Innovation and Creativity.

- Tracy Meharg noted the importance of the FE/HE Innovation Vouchers scheme
- The Board noted the importance of NI Business Info as a tool for businesses, particularly reaching out to the wider business base.
- Bryan Keating suggested that the word 'sale' and 'making a sale' is used within the Exports section of the document **(ACTION)**
- The Board debated measurements and targets
- John Brady stated the focus should be on innovation as a whole - outline this as the priority **(ACTION)**
- Richard Johnston is working on 'measurement' of innovation
- Chief Executive stated that he had noted from the discussion that there should be a focus on sectors and the provision of incubators **(ACTION)**

Tracy Meharg presented on Skills.

- Bryan Keating suggested that- 'Sales and Strategic Marketing'- should be mentioned in the document **(ACTION)**
- Roy Adair suggested the 'How to' is added to the document **(ACTION)**

Jeremy Fitch presented on competing in the Global Economy- FDI

- Jeremy Fitch detailed targets and numbers and answered Roy Adair's queries re Council involvement
- The Board discussed the importance of educating companies in Northern Ireland re the new markets and realising opportunities there
- The Board suggested that it would be useful for Invest NI to hold an updated register of companies and what each company exports and where **(ACTION)**

Ian Murphy presented on Business Growth

- The Board noted the importance of a clear use of language, particularly around scaling.

Donal Durkan presented on Employment Measures

- The Board were asked to refer to the document which they noted and stated that they were content.

Mel Chittock presented on Infrastructure.

The Chief Executive outlined efficiencies and effectiveness of the Corporate Plan and the Board debated the issues.

The Chairman asked that the timing of the sessions of Board Workshops is considered for future events. **(ACTION)**

## **6. Corporate Plan- Session 2- Transform/Organisational structure -Chief Executive and Executive Leadership Team**

The Chief Executive updated the Board on the Transform programme and noted that the majority of the Actions from the IREP report are now in place.

The Chair congratulated the team on this and asked that the issue was made public. It was suggested that the Chairman could give an interview to the press on this **(ACTION)**.

Amanda Braden provided an update on the next stage of Transform.

- Frank Hewitt offered to set up a meeting for Amanda Braden with a Human resources consultant currently involved in a similar process as Transform (**ACTION**).
- The Board noted that it is important that Clients are updated on the details of the new organisation structure (**ACTION**).
- The Board suggested that the level of authority should be known through titles and asked that the Leadership team ensure that the Job titles are revised to be more easily understood by the wider public (**ACTION**).
- The Board noted that they were otherwise content.

## **7. Risk Appetite- Mel Chittock**

Mel Chittock presented on Risk Management seeking Board agreement on future strategy. Bryan Keating reported on the Board Audit Committee (in Gerry McGinn's absence).

- The Board debated 'Financial Compliance'
- The Chief Executive updated on the background of 'Risk Appetite'
- The Board debated how risk is considered at operational level and its impact
- The Board and the Executive Leadership team discussed risk assessment 'filters'
- The Board noted that a training element is required for staff on this
- The strategy was agreed

## **INVEST NI BOARD WORKSHOP DAY 2- 26 January 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Bryan Keating

Roy Adair

Gerry McCormac

Tim Brundle

Gerry McGinn

Frank Hewitt

### **Apologies:**

Dr David Dobbin, Dr Alan Lennon, John Brady and Ed Vernon offered their apologies.

Donal Durkan, Bill Scott and Alison Gowdy were not available to attend.

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Amanda Braden, Peter Harbinson, Damian McAuley & Charles Hamilton

**Minute Taker:** Michelle McBride

### **8. Corporate Communications- Peter Harbinson**

Peter Harbinson presented the Corporate Communications session.

- The Chairman asked to see the specific issues raised by companies in the survey. The Board discussed the possibility of the Chairman visiting these companies. **(ACTION- Peter Harbinson)**
- The Chairman congratulated the team on the 'Focus on Finance' initiatives.

- The Board and the Executive Leadership team discussed the importance of 'branding', in particular with reference to the NI Business Information website, Go For it and Propel. Peter Harbinson stated that he is currently looking at these issues and agreed to report to the Board at the end of June. He agreed to evaluate current branding. **(ACTION- Peter Harbinson)**
- The Board discussed the importance of Social networking and suggested the possibility of a Chairman's blog. **(ACTION- Peter Harbinson)**
- Members agreed the need for education of the public on problem issues and discussed the importance of managing perceptions.
- The possibility of Board Regional Champions was discussed. **(ACTION- Chairman)**
- Members debated the need for a document explaining FDI, how to tailor for your area- and discussed the pros and cons of this **(ACTION- Peter Harbinson)**
- The Board praised reactive PR, however, members stated that there is a need to develop more pro-active PR. The Board discussed known issues in pipeline and agreed that there should be media articles in advance of these arising. **(ACTION - Peter Harbinson)**
- Tim Brundle to meet with Peter Harbinson to discuss Social networking **(ACTION- Tim Brundle and Peter Harbinson)**
- Frank Hewitt to meet with Peter Harbinson to discuss media issues **(ACTION- Frank Hewitt and Peter Harbinson)**
- The Board discussed the importance of continuing to develop relationships with the Media and suggested having prepared comments available for the media, and the importance of issuing early statements

## 9. Forward Look- Chief Executive

### Short term issues:

Budget, Work in Progress, Boosting Business, Loan Fund, Organisation Design, SME Focus

### Long term issues:

Grant, Repayables, advisory/financial, partnerships, technology, RPA, Department of Economy, party political, corporation tax.

- Board discussed individual members working with political parties.
- Discussion on 'Patent box' and strategy re this.

## 10. Summary- Chairman

The Chairman thanked and congratulated the Executive team on a comprehensive Corporate Plan.

The Chairman asked Board members to provide responses to Damian McAuley regarding the Programme for Government and the Economic Strategy, for collation by 10 February 2012 (**ACTION- Board members**).

The Chairman thanked the Board for their input to this Workshop and the debate generated.

Roy Adair gave an update on Diaspora and agreed that this should come before the Board as a topic for discussion at the March 2012 Board meeting (**ACTION**).

The Chairman noted that at the February Board meeting the topic for discussion will be Communications (**ACTION**).

# **NINETY FIRST MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 26 JANUARY 2012**

## **Present:**

### **Invest NI Board**

Mark Ennis (Chairman)

Bryan Keating

Roy Adair

Gerry McCormac

Tim Brundle

Gerry McGinn

Frank Hewitt

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Ian Murphy, Amanda Braden, Peter Harbinson, Damian McAuley & Charles Hamilton

**Minute Taker:** Michelle McBride

## **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 11.00am

Dr David Dobbin, Dr Alan Lennon, John Brady and Ed Vernon offered their apologies.

Donal Durkan, Bill Scott and Alison Gowdy were not available to attend.

The Chairman asked Board Members to declare any conflicts of interest.

## **2. MONTHLY REPORTING TO BOARD**

### **2.1 MINUTES SEPTEMBER BOARD MEETING**

The minutes of the November Board meeting were agreed, with two minor amendments, as a true record of that meeting.

## **2.2 MATTERS ARISING**

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

The Actions table was reviewed and addressed.

Mark Ennis stated that the note on Finance for Equity at university/small investment seed funding level will be circulated before the next Board meeting.

**(ACTION: Chairman)**

The Chairman confirmed that he will join the next Board Audit Committee meeting, which is scheduled to take place before the Board meeting on 22 February 2012.

The Chairman and Gerry McGinn agreed to meet on Monday 13 February to discuss Self Assessment issues before the February Board Audit Committee meeting.

Tracy Meharg provided an update to the Board regarding “Smart Specialisation Strategies”. She noted that DETI are working on an Innovation Strategy and SMART Technology Strategy.

Bryan Keating outlined the connections with Matrix.

## **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board’s attention:

He updated the Board on his visit to the Middle East and detailed his engagements and the commitment of resources by Invest NI.

The Chief Executive provided an update on the PAC regarding NIAO report 'Bioscience Technology Institute Ltd' held on 18 January. He noted that there were a number of key points to note for Invest NI:

- (i) The Robustness of Business Plans
- (ii) Approvals process
- (iii) Material change debate
- (iv) Monitoring of Projects
- (v) Document Management

Gerry McGinn suggested that the Induction process for new Board members should include a 'Lessons learnt' session from PACs. The Chairman agreed and asked Amanda Braden to take this forward. **(ACTION- Amanda Braden)**

At a recent Financial Services networking event, availability of skills was noted as a key topic of discussion.

## **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock gave an overview of the Finance report and an update on the latest position.

Between now and the end of the financial year, Invest NI proposes to draw on some of the £5.6m expenditure latitude that DFP has advised on (depending on the entire organisation performing as forecast). This action was welcomed by the Board.

## **2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson updated the Board on the schedule of forward activities.

Board members were invited to attend the next end of series event for the Design Development Programme. **(ACTION- Tracy Meharg)**

Invite Bill McGinnis, the NI Skills Commissioner to April Board meeting to discuss skills. **(ACTION- Michelle McBride)**

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

## **3 ITEMS FOR DISCUSSION**

### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted that he attended the Invest NI Christmas reception on 21 December 2012 and that he met with the Invest NI overseas team on 10 January 2012.

The Chairman updated the Board regarding the dinner he attended with the British Ambassador for Dublin on 18 January 2012 (hosted by the Ambassador on behalf of Invest NI). He stated that the Invest NI team provided excellent business support at the event and raised the profile of Northern Ireland as a place to invest.

The Chairman provided an update to the Board regarding his attendance at a dinner on 23 January hosted by the Minister for Enterprise Trade and Investment for the business bodies. The purpose of this meeting was to discuss future strategy documents and was also attended by Department Enterprise Trade and Investment Permanent Secretary, David Sterling.

He noted that there are a number of meetings with client companies to be agreed over the coming month.

Gerry McGinn noted issues of finance and liquidity, both in Northern Ireland and Republic of Ireland, and the view of the FSA on the Northern Ireland economy.

#### **4 AOB**

- (i) Tracy Meharg noted finance opportunities to open up engagement with banks
- (ii) Bryan Keating attended the 2012 Olympic business opportunities meeting on 18 January.
- (iii) Ian Murphy attended the CBI Dinner
- (iv) The Board discussed the possibility of holding a future Board meeting at the NI Science Park and hosting a networking lunch for local client companies. This event could also be linked to ECIT. Michelle McBride to liaise with the Chairman and Frank Hewitt on this. **(ACTION- Michelle McBride)**
- (v) The Fund of Funds sub Committee to meet in February **(ACTION- Michelle McBride to agree date.)**
- (vi) Bribery Act Training to be provided for Board members. Investigate the use of Skill Store for Board to access. **(ACTION: Amanda Braden)**

#### **5 DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 22 February 2012 at Invest NI's HQ, Bedford Street.

The Board Meeting ended at 12.30pm

## **NINETY SECOND MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 22 FEBRUARY 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Bryan Keating

Roy Adair

Frank Hewitt

John Brady

Dr Alan Lennon

Tim Brundle

Gerry McCormac

Dr David Dobbin

Gerry McGinn

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Ian Murphy, Amanda Braden, Donal Durkan, Peter Harbinson, Bill Scott, Damian McAuley & Charles Hamilton

**Minute Taker:** Michelle McBride

### **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm

Ed Vernon and Tracy Meharg offered their apologies.

The Chairman asked Board Members to declare any conflicts of interest.

Two possible conflicts were noted by Tim Brundle and Roy Adair. While these issues were raised it was considered conflicts would be unlikely.

## **2. MONTHLY REPORTING TO BOARD**

### **2.1 MINUTES JANUARY BOARD MEETING**

The minutes of the January Board meeting were agreed, with one minor amendment, as a true record of that meeting.

### **2.2 MATTERS ARISING**

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

The Actions table was reviewed and addressed.

Mark Ennis stated that the note on Finance for Equity at university/small investment seed funding level will be circulated via email before the next Board meeting. **(ACTION: Chairman)**

Amanda Braden confirmed that she is taking forward the updates to the Induction process for new Board members.

Gerry McGinn agreed to bring a 'Lessons learnt' session from PACs to the Board at an appropriate time. **(ACTION: Gerry McGinn)**

The Chief Executive agreed to follow up with Tracy Meharg regarding the invitations to Board members to attend the next end of series event for the Design Development Programme. **(ACTION- Chief Executive/Tracy Meharg)**

The Board agreed to invite Bill McGinnis, the NI Skills Commissioner to the April Board meeting to discuss skills. **(ACTION- Michelle McBride)**

Damian McAuley reported that the Minister would be unable to attend the March Board meeting due to diary pressures, but it was hoped that she would be able to attend in April.

The Chairman confirmed that the next meeting of the Access to Capital Sub Committee will be held after the Board meeting and noted that David Dobbin has been confirmed as Chair of this Committee.

Amanda Braden informed members that she is currently working with the IT Department to allow Board members to access the Skillstore system to complete the Bribery Act training session. **(ACTION: Amanda Braden)**

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He asked the Board to note that graphs have been added to the report to further explain the KPI Charts.

The Board discussed the KPI charts.

The Chief Executive agreed to issue a note regarding R & D projects to Board members, after discussions on the matter with Tracy Meharg. **(ACTION: Chief Executive and Tracy Meharg)**

The Chief Executive provided an update regarding the interactions with UKTI and the upcoming meetings during week commencing 27 February 2012.

He updated members on the joint Ministerial Council meeting and the NI Advanced Composites and Engineering Centre event, attended by Vince Cable.

The Chief Executive noted that he had met with Mark Thompson of the BBC. Frank Hewitt stated that meeting with Chris Patton of the BBC would be a useful follow up to this meeting.

Alan Lennon noted that the KPI graphs detail inputs, and suggested that there is a need to measure Outputs as well.

## **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock gave an overview of the Finance report and an update on the latest position.

He confirmed that Invest NI proposes to utilise some of the £5.6m expenditure latitude that DFP has advised on (depending on the entire organisation performing as forecast). Mel Chittock noted that the Land Tribunal case had been settled in Invest NI's favour.

## **2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson referred to the proactive PR articles in the press.

He noted that the Northern Ireland Audit Office report had been circulated to Board members and that this item was discussed at the Board Audit Committee meeting before this Board meeting.

Peter Harbinson confirmed that to date there were 4,250 enquiries regarding Boosting Business (averaging at 160/170 per week).

He confirmed that the Client Satisfaction Survey is underway and expects that the results will be available by the end March/early April.

Peter Harbinson confirmed that a perception study of Northern Ireland is underway.

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

## **3 ITEMS FOR DISCUSSION**

### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He reported on his attendance at the EAG meeting on 3 February 2012.

The Chairman confirmed that he met with Bluestor, attended a meeting with Flight Services and that he met the Chairman of the Ulster Bank, Sean Dorgan this month.

He noted that as part of the Skills discussion in April he would like to explore the possibility of Secondees into/from Invest NI. **(ACTION: Chairman and Chief Executive)**

### **3.2 Corporate Plan**

The Chief Executive updated the Board on the changes to the Corporate Plan and distributed the latest version of the plan.

The Board suggested that some of the terminology relating to “employment” and “productivity” should be reviewed.

Tim Brundle referred to a television quote from the programme “Spotlight” shown on 21 February 12 and Peter Harbinson agreed to follow this up. **(ACTION: Peter Harbinson)**

In response to a query from Alan Lennon the Board asked that a measure of the efficiency of the organisation, against comparable organisations, is brought as a point for discussion at a future Board meeting. **(ACTION: Chief Executive and Mel Chittock)**

Mel Chittock referred to page 4 and 5 of the Corporate Plan and detailed the proposed revised wording from DETI regarding EU funding, Regional Aid and Corporation Tax.

Tim Brundle raised a query regarding young, ambitious companies which had not been able to avail of Invest NI support. Ian Murphy and Donal Durkan agreed to follow up with Tim Brundle on this issue. **(ACTION: Ian Murphy and Donal Durkan)**

The Board suggested that:

- “balancing and building” would be more appropriate wording than “rebalancing and rebuilding”
- a glossary of terms should be included
- the members provided feedback on the Social Economy insertion
- Ports to be included in the Infrastructure section of the Corporate Plan
- Reference should be included to “incubators” in plan
- page 14 remove “Open” from Open Innovation Centres

**ACTION: Executive Leadership Team to consider the Board suggested amendments to the Corporate Plan**

### **3.3 Board Sub Committees**

The Chairman introduced this discussion and the Chief Executive presented on the issue of Board Sub Committees.

The Board members discussed the value of sub-committees and suggested that short term working groups may be more appropriate. Members discussed if these groups should be advisory or have decision making powers.

The Chairman asked all Board members to offer their feedback on this suggestion. The Board agreed to set up: "Short term issues/project-based Working Groups" as necessary. They agreed that these groups should work at a strategic level, carrying out meaningful work, but not at an operational level. The Board suggested that the members appointed to the teams should have relevant experience/ an interest in the issue.

The Board agreed that the Working Groups should be there to guide/assist Executives on certain issues rather than manage as in a Board Committee.

**ACTION: The Executive Leadership team agreed to draft proposed issues for the Working Groups and outline the proposed team members.**

#### **4 AOB**

- (i) The Chairman gave an update regarding the timing of the appointment of new Board members.

#### **5 DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 21 March 2012 in Invest NI's HQ, Bedford Square. The topic for discussion is Diaspora.

The Board Meeting ended at 3.45pm

**NINETY THIRD MEETING OF THE INVEST NORTHERN IRELAND BOARD  
ON 21 MARCH 2012**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Bryan Keating

Roy Adair

Gerry McCormac

John Brady

Gerry McGinn

Dr David Dobbin

Ed Vernon

Frank Hewitt

**In Attendance:** Alastair Hamilton, Jeremy Fitch, Amanda Braden, Donal Durkan, Peter Harbinson, Damian McAuley & Charles Hamilton

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm

Tim Brundle, Alan Lennon, Mel Chittock, Tracy Meharg and Ian Murphy offered their apologies.

The Chairman asked Board Members to declare any conflicts of interest.

Two possible conflicts were noted by Frank Hewitt and Ed Vernon. While these issues were noted, it was considered conflicts would be unlikely.

## **2. MONTHLY REPORTING TO BOARD**

### **2.1 MINUTES JANUARY BOARD MEETING**

The minutes of the February Board meeting were agreed, with one minor amendment, as a true record of that meeting.

### **2.2 MATTERS ARISING**

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

The Actions table was reviewed and addressed.

Mark Ennis stated that the draft note on Finance for Equity at university/small investment seed funding level was circulated via email to the Executive Leadership team and the final version will be circulated to Board members.

**(ACTION: Chairman)**

The Chief Executive confirmed that Board members will be invited to attend the next series of events for the Design Development Programme later this year.

**(ACTION: Tracy Meharg)**

The Chairman asked Board member Frank Hewitt to liaise with Michelle McBride regarding arrangements for the Invest NI Board meeting and lunch at the NI Science Park. **ACTION: Michelle McBride**

Amanda Braden confirmed that action to facilitate Board member training regarding the Bribery act is underway.

The Chief Executive updated the Board on R & D projects.

The Board noted that Bill McGinnis, the NI Skills Commissioner will join the April Board meeting to discuss skills.

The Chairman and the Chief Executive updated members on their discussion regarding the possibility of Secondees into/ from Invest NI.

The Chief Executive updated the Board on the Corporate Plan, the Economic Strategy and the DETI Corporate Plan, as agreed with the Department. He noted that no formal consultation is required and the Invest NI Corporate Plan will be published in the next 2 to 3 weeks, in line with the DETI Corporate Plan.

Donal Durkan presented slides regarding the Board Working Groups. The Chairman suggested that Skills are added to this and Roy Adair suggested a Transform follow-up group is also put in place. The Board asked that the Donal Durkan review the suggested groups and prioritise these.

**ACTION: Donal Durkan**

The Chairman and the Chief Executive confirmed the changes to the Forward Schedule of Board meetings in 2012 and Michelle McBride agreed to circulate this to the Board members. **ACTION: Michelle McBride**

The Chief Executive suggested the International Sales and Marketing Plan and Renewables as future topics for discussion at future meetings.

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He updated the Board on recent announcements and media reports.

The Chief Executive presented the results of the annual Client Satisfaction survey. The Chairman and the Board congratulated the Chief Executive and the Executive Leadership team on these very positive results.

He presented on the KPI's and updated on the targets.

The Chairman agreed to join the Chief Executive at the next quarterly ETI Committee meeting. **ACTION: Chairman**

The Chief Executive provided an update on Work in Progress to Board members.

The Chief Executive referred to the forthcoming publication of the Northern Ireland Audit Office Report on Tuesday 27 March. The Chairman and the Board noted their thanks to Mel Chittock and Damian McAuley for their work on this issue.

## **2.4 FINANCE REPORT TO THE BOARD**

Members were asked to note this report.

## **2.5. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson referred to a small amendment in the Marketing and Communications paper relating to Bio-Science.

He updated members on the recent activities and forthcoming events.

Peter Harbinson asked Board members to note that the Invest NI staff conference is scheduled to take place on Tuesday 1 May at 9.30/10am in the

Titanic Signature Building. Michelle McBride agreed to email all members with these details and a formal invitation to attend. **ACTION: Michelle McBride**

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

John Brady asked for clarification on the Knowledge Transfer Partnership Case which the Chief Executive addressed.

## **2.7 Evaluation of Invest NI suite of Property Interventions**

Steve Chambers joined the Board meeting to provide an update to members regarding the Evaluation of Invest NI suite of Property Interventions paper.

The Board members approved this paper and agreed the attached Action Plan.

**RESOLUTION: BOARD AGREED**

## **3 ITEMS FOR DISCUSSION**

### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted that he met with Ulster Bank representatives on 5 March and that he attended a meeting at Almac with Jeremy Fitch.

The Chairman reported on his attendance at the Ernst and Young Export Dinner and the Story of Derry event at Stormont.

### **3.2 BAC Draft Minutes and Actions**

The Chairman of the Audit Committee presented the minutes and actions from their last meeting.

### **3.3 Diaspora**

Roy Adair introduced on the topic for discussion- Diaspora- and provided a provided a resume of the work which had been undertaken.

Frank Hewitt noted the importance of communications and managing expectations in relation to Diaspora.

David Dobbin suggested the possibility of identifying a 'super Diaspora' group, who are both Strategic and connected and would be linked with OFMdFM. He also discussed the opportunity for a 'Cultural Ambassador'.

John Brady and Professor McCormac offered their views on Diaspora. Professor McCormac noted that it is important to keep the information up to date and suggested that the engagement should be at a high level. The Board discussed the importance of budgeting in relation to the event associated with Diaspora.

The Chairman thanked Roy Adair, Ed Vernon ad Jeremy Fitch for their work on bringing the Diaspora project to this stage and looked forward to contributing to its future development.

## **4 AOB**

- (i) The Chairman gave an update regarding the appointment of new Board members.

- (ii) The Chairman noted that Deputy Chairman Bryan Keating, John Brady and Ed Vernon have completed two terms as Board members and will retire from the Board on 31 March 2012. The Chairman and the Board thanked these members for their contributions to Invest NI over the past six years.

The Chief Executive offered his thanks and appreciation to the three Board members on behalf of the Executive Leadership Team and on behalf of the entire organisation.

## **5 DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 25 April 2012 in Invest NI's HQ, Bedford Square. The Minister for Enterprise Trade and Investment will join part of this meeting and the Board lunch. The Chairman agreed to contact Board members with suggested topics for discussion for the meeting with the Minister.

### **ACTION: Chairman**

The topic for discussion at the Board meeting is Skills. The NI Skills Commissioner Bill McGinnis will join this discussion.

The Board Meeting ended at 3.45pm

## **NINETY FOURTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 25 APRIL 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Gerry McCormac

Roy Adair

Ken Nelson

Tim Brundle

Dr Gerard O'Hare

Dr David Dobbin

Scott Rutherford

Frank Hewitt

Rose Mary Stalker

Alan Lennon

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Amanda Braden, Donal Durkan, Peter Harbinson, Bill Scott & Damian McAuley

**Minute Taker:** Michelle McBride

### **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm

Gerry McGinn offered his apologies.

The Chairman asked Board Members to declare any conflicts of interest.

Two possible conflicts were noted by Ken Nelson and Tim Brundle. While these issues were noted, it was considered conflicts would be unlikely.

### **2. SKILLS DISCUSSION**

The Northern Ireland Skills Commissioner, Bill McGinnis, joined the Board meeting to introduce the topic of Skills. Tracey Walsh attended this discussion in place of Niall Casey.

Mr McGinnis noted that he was appointed to the position of NI Skills Commission in 2009 and his term has been extended for a further three years. His role is to give independent advice on skills and to raise the skills level in SMEs.

Mr McGinnis detailed the main points of the Priority Skills report and noted the aim to simplify the current system regarding Skills in Northern Ireland. He discussed the need to move to an advance apprenticeship model and provided an update on the current position of the Department of Employment and Learning (DEL).

Mr McGinnis also updated members on his UK Commission role.

Tracy Meharg gave an overview of Invest NI's work on the Skills issue. She agreed to consider any action points required on Skills arising from the discussion with the Skills Commissioner. **ACTION: Tracy Meharg**

Jeremy Fitch presented on the ICT sector and the unfilled software development vacancies in Northern Ireland due to issues with skills.

He agreed to forward the ICT plan to the Board members who requested a copy. **ACTION: Jeremy Fitch**

The Board members discussed Skills and raised a number of issues. Professor Gerry McCormac suggested that a Skills audit of requirements for the sectors should be completed. Bill McGinnis noted that Finland and Singapore update their skills requirements every 6 months.

Professor McCormac noted that 18% of vacancies in Scotland are skills shortage based. David Dobbin asked about training 'nurseries' within companies to deal with the skills shortage. Mr McGinnis noted that some companies have trained staff to the required level and then lost these staff to other companies.

The Board discussed the reasons why these vacancies in ICT are hard to fill noting issues with wages and attractiveness. Members agreed there is a need for agility in this area.

Frank Hewitt offered the NI Science Park Companies for involvement in any analysis of this sector. Jeremy Fitch agreed to consider. **ACTION: Jeremy Fitch**

The Board discussed the importance of Careers guidance from a young age and the need to influence the attitude of teachers regarding the ICT sector.

Bill McGinnis and Tracey Walsh left the Board meeting.

### **3. MONTHLY REPORTING TO BOARD**

#### **3.1 MINUTES MARCH BOARD MEETING**

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

#### **3.2 MATTERS ARISING**

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

The Actions table was reviewed and addressed.

Mark Ennis stated that the draft note on Finance for Equity at university/small investment seed funding level was to be launched soon and will be circulated to Board members. **(ACTION: Chairman)**

The changes to dates and venues for future Board meetings were noted and Michelle McBride agreed to circulate the revised Forward Schedule to the Board members. **ACTION: Michelle McBride**

Mel Chittock confirmed that the Board Audit Committee would bring a 'Lessons learnt' session from PACs to the Board at an appropriate time. **ACTION: Gerry McGinn**

Mel Chittock updated the Board on the ongoing work regarding the measure of the efficiency of the organisation, against comparable organisations. This had been discussed with Alan Lennon and Damian McAuley and will be brought forward as a point for discussion at a future Board meeting. **ACTION: Chief Executive and Mel Chittock**

Donal Durkan confirmed that he is reviewing the suggested Board Working groups and he will bring this report to the May Board meeting. **ACTION: Donal Durkan**

The Chairman will be invited to attend the next ETI Committee.

### **3.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He updated the Board on his recent Trade Mission to UAE and India with the First Minister and deputy First Minister.

The Chief Executive thanked Mel Chittock and Damian McAuley for their work on the Northern Ireland Audit Office Report.

He noted that the Trade Team had received an award and the Board suggested that the profile of this achievement should be raised. **ACTION: Peter Harbinson**

The Chief Executive informed members that Invest NI has been shortlisted in the Business in the Community Regional Impact Awards for the Employer of Choice Award.

He confirmed that the International Director will be announced later in the week and noted that the Access to Finance information had been forwarded to MLA's.

The Chief Executive informed members that the First Minister may be involved in the PR around Boosting Business, the 1000<sup>th</sup> job created.

He confirmed that the ENI legal dispute has now been resolved.

Rose Mary Stalker suggested that there should be a trend line relating to the KPI graphs to determine where the target is set. The Chief Executive agreed to consider this. **ACTION: Chief Executive**

### **3.4 FINANCE REPORT TO THE BOARD**

Members were asked to note this report. Mel Chittock noted that the provisional out-turn is very close and stated that June Monitoring has been commissioned.

### **3.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson noted that Invest NI advertising campaigns had received a number of awards at the PANI Awards last week.

Peter Harbinson updated members on the Customer Satisfaction Survey. At the request of the Board, he agreed to provide a brief overview of the key drivers of satisfaction and dissatisfaction in the survey. **ACTION: Peter Harbinson**

### **3.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

### **3.7 Evaluation of Invest NI suite of Trade Interventions**

Tracy Meharg provided an update to members regarding the Evaluation of Invest NI suite of Trade Interventions paper.

The Board discussed the rationale for the Evaluation programme. Members questioned the value for money of these reports and suggested that going forward the Executive Leadership Team should consider this process for future evaluations.

The Board members approved this paper and agreed the attached Action Plan.

**RESOLUTION: BOARD AGREED**

## **4. ITEMS FOR DISCUSSION**

### **4.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted that he attended the annual CBI dinner on 22 March 2012.

The Chairman met with Fergal Naughton of Glen Dimplex and Brian O'Connor of Connected Health. He attended the Economic Advisory Group (EAG) meeting

on 24 April 2012. The Chairman asked Michelle McBride to circulate the slides from the April EAG meeting to the Board members. **ACTION: Michelle McBride**

## **5. AOB**

Tim Brundle raised the issue of building accelerators and Incubators. He noted that Northern Ireland is the only region in Western Europe without an Incubator.

## **6. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 23 May 2012 in the Omagh area, with a Networking lunch with local client companies and stakeholders commencing at 12.15 for 12.30pm (before the Board meeting).

The Board Meeting ended at 3.45pm

**INVEST NI BOARD MEETING WITH THE MINISTER FOR ENTERPRISE,  
TRADE AND INVESTMENT 25 APRIL 2012**

**Present:**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Gerry McCormac

Roy Adair

Ken Nelson

Tim Brundle

Dr Gerard O'Hare

Dr David Dobbin

Scott Rutherford

Frank Hewitt

Rose Mary Stalker

Alan Lennon

**Minister's Office/DETI**

Minister Arlene Foster- Enterprise, Trade and Investment

David Thompson- Deputy Permanent Secretary, DETI

Andrew Crawford- Special Advisor to Minister

Glynis Aiken- Private Secretary to the Minister

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg,  
Amanda Braden, Donal Durkan, Peter Harbinson, Bill Scott & Damian McAuley

**Minute Taker:** Michelle McBride

**1. Welcome**

The Chairman welcomed the Minister and thanked her for meeting with the Invest NI Board.

## **2. Trade missions update from the Minister**

The Minister welcomed Ken Nelson, Dr Gerard O'Hare, Scott Rutherford and Rose Mary Stalker to the Invest NI Board. She noted that she had just returned from a successful announcement regarding new jobs at Decora Blinds.

The Minister updated the Board on her recent Trade visit with the First Minister and deputy First Minister to India and the United Arab Emirates (UAE) with the Invest NI team. She thanked the Invest NI staff in India and UAE and noted that there had been positive feedback on this visit.

The Minister suggested that there is now a need for focus on building the relationships with China and she will be working with the Invest NI team on this important trade mission later in the year.

## **3. Economic Advisory Group and Regional Aid status update**

The Minister updated the Board on the meeting of the Economic Advisory Group on 24 April 2012. She detailed the background and the current situation regarding Regional Aid Status for Northern Ireland. The Minister noted that the First Minister and deputy First Minister will discuss this issue further with the Prime Minister.

The Minister confirmed that the discussions regarding Corporation tax are continuing and she hopes that there will be a decision on this issue by the summer

#### **4. Corporate Plan**

David Thompson confirmed that the Programme for Government and the Economic Strategy had now been agreed and the next step is the agreement of the Corporate Plan.

The Chief Executive gave an overview of the Corporate Plan.

#### **5. Communications**

The Chairman noted that he had received some positive feedback from the business community since the publication of the NI Audit Office report on Invest NI.

The Minister noted that there were still some issues regarding message relating to Invest NI's help for small businesses. The Minister and the Board discussed the possibility of Breakfast seminars for these businesses and working closely with the regional offices on this issue.

The Chairman accepted the Minister's challenge on communications and noted that Invest NI is working to become more proactive in this area.

The Minister and the Board discussed the challenges in relation the Boosting Business advertising campaign, due to the Government moratorium on advertising.

#### **6. Energy Issues**

The Minister and the Board discussed whether the Department and Invest NI might be able to intervene on energy cost issues for companies. The Chief Executive noted that he has been discussing these issues with DFP and looking at the possibility of using SFA for energy saving measures.

## **7. Department of Employment and Learning (DEL)**

The Minister updated the Board on the current situation relating to DEL, which will be the subject of ongoing political discussions.

The Chairman and Tracy Meharg updated the Minister on their attendance at the Committee for Employment and Learning meeting on 18 April for a discussion on the future of the Department for Employment and Learning. The Chairman noted that this had been a positive engagement and there was a strong view that Higher Education and Further Education should transfer to Department of Enterprise trade and Investment (DETI).

## **8. Conclusion**

In the context of the most appropriate benchmarking, the Chairman asked the Board for their thoughts on the best four countries to compare Northern Ireland to, one of them being the Republic of Ireland.

The Minister noted that companies are still not applying successfully to banks for loans. The Board agreed the importance of managing expectations regarding Access to Capital.

In conclusion, the Minister emphasised to the Board that Joined-up government is the number one priority of the Executive and pointed out that the Economic Strategy has been agreed and all of the Minister bought into this.

The Chairman thanked the Minister for joining this meeting.

## **NINETY FIFTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 23 MAY 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Gerry McGinn

Roy Adair

Ken Nelson

Dr David Dobbin

Dr Gerard O'Hare

Frank Hewitt

Scott Rutherford

Alan Lennon

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Amanda Braden, Donal Durkan, Peter Harbinson & Damian McAuley

**Minute Taker:** Michelle McBride

### **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.10pm

Tim Brundle, Professor McCormac, Rose Mary Stalker, Barry McBride and Bill Scott offered their apologies.

The Chairman asked Board Members to declare any conflicts of interest, there were none to note.

### **2. MONTHLY REPORTING TO BOARD**

#### **2.1 MINUTES MARCH BOARD MEETING**

The minutes of the April Board meeting and of the meeting with the Minister were agreed, with one minor amendment in each set of minutes, as a true record of these meetings.

## 2.2 MATTERS ARISING

The Chairman and the Board discussed the regional Board lunches and asked that they are provided with some analysis of the uptake at Board lunches from the Private Sector. **ACTION: Michelle McBride**

The Chairman thanked those who had responded regarding his request for suggestions of comparator economies for inclusion in the Economic Development Group's Competitiveness Index analysis. He confirmed that the agreed countries were the UK, Republic of Ireland, Finland, New Zealand and Estonia.

The Chairman and the Chief Executive agreed to discuss with Gerry McGinn the possibility of meeting with the local banks. **ACTION: Chairman, Chief Executive and Gerry McGinn**

The moratorium on advertising and the difficulties that this is causing for the Boosting Business campaign was raised as a critical issue. The Chief Executive updated members on the interim arrangements in place and noted that the Minister will be following up on this issue. The Board expressed grave concern regarding this situation and its effect on the Boosting Business campaign.

The Outstanding Actions Arising table was reviewed and addressed.

Mark Ennis stated that the report on Finance for Equity at university/small investment seed funding level has been drafted. It will be issued shortly and will be circulated to Board members. **(ACTION: Chairman)**

The Chairman noted that he had met with Howard Hastings and had agreed to consider the possibility of a joint Invest NI and Northern Ireland Tourist Board meeting in October/November on the Nomadic. **(ACTION: Chairman)**

Gerry McGinn confirmed that the Board Audit Committee will report to the Board annually and will bring a 'Lessons learnt' session from PACs to the Board at an appropriate time. **ACTION: Gerry McGinn**

The Board requested that Risk Management is noted as a topic for next Board meeting. **ACTION: Mel Chittock**

Mel Chittock provided an update to the Board regarding the measure of the efficiency of the organisation, against comparable organisations. He referred to the previous benchmarking exercises in 2007 and 2011.

The Board thanked Mel Chittock for this information; however, it was noted that the original request had asked that the internal efficiencies of Invest NI are measured. The Chief Executive agreed to look at the possible areas to be identified (range by sector/geography) and then to agree and quantify.

The Chief Executive, Mel Chittock and Donal Durkan agreed to bring the possible methods of measurement to the June Board meeting. **ACTION: Chief Executive/Mel Chittock/Donal Durkan**

The Chairman noted that he will be attending the ETI Committee meeting with the Chief Executive on 31 May.

Donal Durkan presented on the Investing in Ireland report.

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He confirmed that the new Scorecard and the KPI's will be agreed for June.

He noted that there were two new members appointed to the ETI Committee Sandra Overend and Patsy McGlone and that he had taken the opportunity to brief them on the work of Invest NI.

The Chief Executive and the Board discussed the BTI Report and noted that lessons have been learned in terms of document retention to prevent this happening again.

The Chief Executive updated the Board on the Staff Conference and confirmed that the staff conference survey indicated that 91% were happy with the event.

He confirmed that Barry McBride has joined the Executive Leadership Team, however he is finalising other commitments and was unable to join the May Board meeting.

The Chief Executive updated the Board on the Kainos announcement in Derry and they noted that the tone of the media coverage had been disappointing.

## **2.4 FINANCE REPORT TO THE BOARD**

Members were asked to note this report. Mel Chittock noted that the provisional out-turn is very close and confirmed that he is still working on End of Year flexibilities. The Board noted the importance of PR regarding this issue.

The Board discussed the Budget Management and the mismatch between the Corporate Plan and the funding model. The Board noted their frustrations with this issue and suggested that focus should be maintained on addressing these issues and lobbying, as necessary, to have the matter addressed.

The Executive leadership team agreed to discuss budget flexibility, in particular regarding the first monitoring round and the PR around these issues. **ACTION: ELT.**

## **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson agreed to provide a brief overview of the key drivers of satisfaction and dissatisfaction in the Customer Satisfaction Survey at the June Board meeting. **ACTION: Peter Harbinson**

He updated the Board on the work around the Irish Open in June.

Peter Harbinson agreed to send out Staff conference presentations to the Board.  
**ACTION: Peter Harbinson**

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

## **3. ITEMS FOR DISCUSSION**

### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted that he met with the Chairman of Ryobi, Mr Hiroshi Urakami on 27 April 2012. The Chairman visited Munster Simms on 10 May 2012, and he and the Chief Executive met with Martina Anderson MLA on 18 May.

### **3.2 Board Working Groups**

Donal Durkan made a presentation on the four proposed Board Working Groups:

Going East: Tracy Meharg provided further information.

High Growth: Jeremy Fitch provided further information.

Energy Costs: Tracy Meharg provided further information.

Sub regional Growth: Donal Durkan provided further information.

Donal Durkan asked the Board members to consider the four working groups and to register their interest in a particular group with Michelle McBride. **ACTION:**

**Board members**

#### **4. AOB**

Amanda Braden updated the Board on the Employer of Choice Award.

Dr Gerard O'Hare noted that he had attended the International Conference in Newry on 2 May and was impressed by the motivation of overseas staff both at this conference and at the staff conference.

#### **5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 20 June 2012 in the Northern Ireland Science Park, with a Networking lunch with local client companies and stakeholders commencing at 12.15 for 12.30pm (before the Board meeting).

The Board Meeting ended at 4.35pm

## **NINETY SIXTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 20 JUNE 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Gerry McGinn

Roy Adair

Ken Nelson

Tim Brundle

Dr Gerard O'Hare

Frank Hewitt

Scott Rutherford

Professor McCormac

Rose Mary Stalker

**In Attendance:** Alastair Hamilton, Mel Chittock, Tracy Meharg, Amanda Braden, Donal Durkan, Peter Harbinson, Barry McBride, Bill Scott & Damian McAuley

**Minute Taker:** Michelle McBride

### **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm

Alan Lennon, David Dobbin and Jeremy Fitch offered their apologies.

The Chairman asked the Board Members to declare any conflicts of interest.

Three possible conflicts were noted by Tim Brundle, Frank Hewitt and Rose Mary Stalker. While these issues were noted, it was considered conflicts would be unlikely.

### **2. MONTHLY REPORTING TO BOARD**

#### **2.1 MINUTES MAY BOARD MEETING**

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

## 2.2 MATTERS ARISING

The Chairman introduced Barry McBride, Executive Director International Business, to the Board.

The Outstanding Actions Arising table was reviewed and addressed.

The Finance for Equity report has now been drafted and will be issued shortly and circulated the Board to review at the August meeting. **ACTION: Chairman**

The Board Audit Committee will bring a “Lessons Learnt” session from PACs to the Board at the August meeting. **ACTION: Gerry McGinn**

The Board asked that further work should be carried out on the internal efficiencies of Invest NI. Mel Chittock agreed to contact Alan Lennon, Roy Adair and Rose Mary Stalker to input to this process as soon as possible. The findings will be reported back to the Board in September. **ACTION: Chief Executive/Mel Chittock/Donal Durkan**

The Board discussed the Board Networking receptions in the regional areas and agreed that guests should be given advanced notice of the events. **ACTION: Michelle McBride to issue an advance notice of the date to guests**

Board members agreed to submit suggestions regarding a purpose/topic for discussion re these events to the Chairman. **ACTION: Board members**

The Chairman and the Chief Executive will meet with the local banks to discuss the Finance for Equity Report in September. **ACTION: Peter Harbinson**

The Chairman confirmed that the Northern Ireland Tourist Board and the Invest NI Board have agreed to hold a joint working dinner in October/November (venue to be confirmed). The Chief Executive agreed to provide the Board with an

update of the current interaction of these organisations. **ACTION: Chief Executive**

The Chairman provided an update on the Board Working Groups and noted that members are currently registering their interest with Michelle McBride. **ACTION: Board members**

The Chief Executive and Mel Chittock provided an update on the Budget flexibility issues. The Chairman and the Board noted the importance of communications on this issue.

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He circulated the draft Corporate Scorecard and gave the Board an overview.

The Chief Executive agreed to consider Scott Rutherford's suggestion that Learning and Development is measured through the Scorecard. **ACTION: Chief Executive**

He provided an update on Boosting Business.

The Board discussed the processing of offers and claims and were assured that process mapping had been undertaken when the system was being designed. It was suggested that a more challenging target should be considered

Dr Gerard O'Hare arrived at 1.40pm

The Board asked whether the use of the median in the measurement in Casework Processing Days was appropriate. The Chief Executive agreed to consider the measurements regarding Casework in the Corporate Scorecard and come back to the Board on this issue at the next meeting. **ACTION: Chief Executive**

The Chief Executive noted that he had announced the end of year results to the ETI Committee and the feedback was very positive.

He confirmed that the NIAO report will go to a PAC in January 2013.

He noted that the Finance Minister visited the USA and this was a very positive visit.

He confirmed that he had agreed to speak at the SDLP conference on 21 June 2012.

The Invest NI and DETI policy planning session with ELT took place on 13 June 2012. The two teams will meet again in September.

Tim Brundle gave the Board members an update on the Innotribe event and congratulated the Invest NI staff on the organisation of the event.

## **2.4 FINANCE REPORT TO THE BOARD**

Members were asked to note this report.

Gerry McGinn provided the annual report on the activities of the Board Audit Committee (BAC) to the Board.

He noted that the BAC comprises of 5 Board members, Gerry McGinn, the Chair, Frank Hewitt, Alan Lennon, Roy Adair and until the end of March 2012, Bryan Keating. A new member of the BAC will be appointed shortly to replace Bryan.

Gerry McGinn confirmed that the Committee met on five occasions, four normal meetings and the fifth meeting to review the Annual Accounts. During the year the Committee sought to address a number of issues on the basis of an agreed rolling agenda. A number of highlights of its activities are as follows:-

1. Risk Management
2. PAC Hearing
3. EU and ERDF Funding
4. Quarterly updates from Internal Audit
5. Self-assessment process
6. Internal Audit issues raised

Overall for the year Internal Audit issued a satisfactory audit opinion and this, along with the risk management processes, have informed the Statement of Internal Control contained within the accounts.

Gerry McGinn confirmed that the Audit Office are content to sign off the Invest NI Annual Report and Accounts. The Audit Team identified two potential Priority 1 issues.

- The first item is on procurement, following a review of small number of cases a number of process issues have been identified;
- Secondly the basis upon which grant provision has been calculated.

The management team have yet to consider these two points and will do so in the near term in order for responses to be made. Those responses, along with the Report to Those Charged with Governance will be considered at the next Board Audit Committee.

On this basis the Audit Committee recommended that the Accounting officer signs the Annual Report and Accounts.

The Board sought clarity regarding the Procurement issue and Mel Chtitock provided further information. It was noted that the issue will be brought back to the BAC.

The Chairman and the Board members approved the Annual Report and Accounts and agreed that the Accounting Officer should sign them off. It was noted that the NIAO had commended the quality of the Invest NI Accounts

## **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

Peter Harbinson noted that there was a very positive uptake in the media of the Annual Report accounts.

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

The Chairman asked that the format of the Innovation Papers casework is circulated as Best Practice. **ACTION: Tracy Meharg**

### **3. ITEMS FOR DISCUSSION**

#### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted that he met with Kieran Sheenan of Clarendon Executive. He attended a meeting with the Business Alliance on 30 May with the Chief Executive. The Chairman and the Chief Executive attended the ETI Committee meeting and the press event for the End of Year results on 31 May.

The Chairman and the Chief Executive agreed to discuss Invest NI's interactions with Enterprise Ireland and the IDA going forward. **ACTION: Chairman and Chief Executive**

#### **3.2 International Presentation**

Barry McBride presented on International Business.

The Board asked that the DEL report on Skills is circulated. **ACTION: Tracy Meharg**

The Board asked that the DETI report on FDI is circulated. **ACTION: Barry McBride**

The Board agreed to indicate their preferred involvement re events and update on their travel plans to assist with overseas events. ELT agreed to discuss the most appropriate person to act as the point of contact for the Board on this. **ACTION: ELT**

Roy Adair gave an update on Diaspora.

### **3.3 Customer Satisfaction Survey Action Plan**

Peter Harbinson presented the Action Plan for the Customer Satisfaction Survey.

Peter Harbinson agreed to raise the profile of the Road Shows. **ACTION: Peter Harbinson**

### **4. AOB**

Rose Mary Stalker raised a query regarding the timelines of payment of GAP grants and the Chief Executive and Mel Chittock provided an update.

### **5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 22 August 2012 in the Northern Ireland Science Park, with a networking lunch with local client companies and stakeholders commencing at 12.15 for 12.30pm (before the Board meeting).

The Board Meeting ended at 4.00pm

## **NINETY SEVENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 22 AUGUST 2012**

### **Present:**

#### **Invest NI Board**

Mark Ennis (Chairman)

Professor McCormac

Roy Adair

Gerry McGinn

Tim Brundle

Alan Lennon

David Dobbin

Scott Rutherford

Frank Hewitt

Rose Mary Stalker

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Amanda Braden, Donal Durkan, Bill Scott & Damian McAuley

**Minute Taker:** Michelle McBride

### **1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.10pm

Ken Nelson, Dr Gerard O'Hare, Peter Harbinson and Barry McBride offered their apologies.

The Chairman asked the Board Members to declare any conflicts of interest.

There were no conflicts to note.

### **2. MONTHLY REPORTING TO BOARD**

#### **2.1 MINUTES JUNE BOARD MEETING**

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

## 2.2 MATTERS ARISING

The Outstanding Actions Arising table was reviewed and addressed.

The Chairman noted that the Finance for Equity report had been circulated to the Board.

Mel Chittock confirmed that the Efficiency Group members (Roy Adair, Alan Lennon and Rose Mary Stalker) met before the Board meeting. The Board agreed that the Efficiency group would provide an update at the October Board meeting. **ACTION: Mel Chittock**

The Chairman and the Board thanked Frank Hewitt and the Northern Ireland Science Park for hosting the Invest NI August Board meeting. The Chairman noted that the networking lunch had worked well.

The Chief Executive confirmed that he and the Chairman will meet with the local banks on 10 September. **ACTION: Chief Executive to confirm details**

Northern Ireland Tourist Board and the Invest NI Board have agreed to hold a meeting and then a dinner in October/November (venue tbc). Michelle McBride to contact Board members regarding their availability. **ACTION: Michelle McBride**

An update of the current interaction of these organisations will be provided in advance of the joint meeting. **ACTION: Jeremy Fitch**

The Chairman and the Chief Executive agreed to produce a draft agenda for the Board Strategy Away Day 2013. They agreed to consider the topics of Risk Management and Efficiency as agenda items for the Board Strategy Away Day in 2013. **ACTION: Chairman and Chief Executive**

Donal Durkan outlined the current situation regarding the Board working groups.

The Chief Executive provided an update regarding the measurement of Casework processing times on the Scorecard.

Amanda Braden provided an update in relation to Scott Rutherford's query regarding Learning and Development and the Corporate Scorecard, they agreed to discuss this issue further. **ACTION: Scott Rutherford and Amanda Braden**

The Board agreed to indicate their preferred involvement re events and update on their travel plans to assist with overseas events. It was agreed that Barry McBride would act as the point of contact for the Board on this. **ACTION: Barry McBride**

A date had now been agreed for the meeting with Enterprise Ireland and the IDA.

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He asked members to refer to the KPI charts and noted that there is some further work to do on this chart. The Board discussed the trends and targets in the KPI charts. The Board the inclusion of a projection line in the charts and noted the importance that the charts and the traffic light indicators should be aligned.

The Chief Executive agreed to consider the Board's suggested amendments in relation to the KPI Charts (specifically the inclusion of a projected outcome).

**ACTION: Chief Executive**

The Board asked Jeremy Fitch to consider sourcing information on Client Customer Employee numbers. **ACTION: Jeremy Fitch**

In response to a query from the Board, the Chief Executive provided an update on the Connected Health Board. The Chief Executive noted the importance of ensuring appropriate linkage with the Chairs and Chief Executive of the Health Trusts and agreed to forward the Connected Health Action Plan to Board members. **ACTION: Chief Executive**

## **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock provided an update on this report. Specific issues highlighted including both ERDF and the proposed adjustments in future years from DFP.

The Board and the Executive team discussed the Budgets going forward.

## **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

## **3. ITEMS FOR DISCUSSION**

### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He noted his attendance at the Irish Open in June and discussed an issue of Skills shortage which was raised during his interaction with client companies.

The Board discussed this at some length and acknowledged the need to address this issue in the short-term.

Tracy Meharg and Jeremy Fitch agreed to provide an update on the Skills issue at the next Board meeting. It was also suggested that it might be worth considering inviting companies affected by this issue and the Pro-vice chancellors of the Universities to discuss this problem and potential solutions.

**ACTION: Tracy Meharg and Jeremy Fitch**

Tracy and Jeremy agreed to consider if this item should be brought to a Board working group. **ACTION: Tracy Meharg and Jeremy Fitch**

(Scott Rutherford left the meeting at 3.40pm).

### **3.2 Trade Presentation**

Vicky Kell joined the meeting to present on Trade with Tracy Meharg. The Chairperson thanked Vicky and Tracy for the clear progress that had been made in developing the export strategy.

Tracy Meharg agreed to distribute the Trade Presentation to the Board.

**ACTION: Tracy Meharg**

(Professor Gerry McCormac left the meeting at 4pm).

Tracy Meharg agreed to consider all the suggestions made by the Board and to bring the Trade item back to the Board in October/November for further discussion. **ACTION: Tracy Meharg**

### **3.3 Lessons Learnt from PACs**

The “Lessons Learnt” from PACs item was deferred to the September Board meeting due to time constraints. **ACTION: Gerry McGinn**

**4. AOB**

None to note.

**5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 19 September 2012 in the Seagoe Hotel, Craigavon with a networking lunch with local client companies and stakeholders commencing at 12.15 for 12.30pm (before the Board meeting).

The Board Meeting ended at 4.15pm

**NINETY EIGHTH MEETING OF THE INVEST NORTHERN IRELAND BOARD  
ON 19 SEPTEMBER 2012**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)	Professor McCormac
Roy Adair	Gerry McGinn
Tim Brundle	Alan Lennon
David Dobbin	Scott Rutherford
Frank Hewitt	Rose Mary Stalker
Ken Nelson	Dr Gerard O'Hare

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Amanda Braden, Peter Harbinson, Barry McBride & Damian McAuley

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.00pm

Donal Durkan and Bill Scott offered their apologies.

The Chairman asked the Board Members to declare any conflicts of interest.

Tim Brundle noted a potential conflict regarding Innovation Vouchers mentioned in the Casework Paper and Roy Adair noted a potential conflict regarding the Film Studios. Ken Nelson noted a potential conflict as the Social Entrepreneurship Programme is mentioned in the Casework papers.

## **2. MONTHLY REPORTING TO BOARD**

### **2.1 MINUTES AUGUST BOARD MEETING**

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

### **2.2 MATTERS ARISING**

The Outstanding Actions Arising table was reviewed and addressed.

The Chairman and the Chief Executive confirmed that they met with the local banks on 10 September. The Chairman noted that this had been a useful meeting and noted that the topics discussed included Finance Vouchers and Secondments into the Banks and from the Banks.

The Chairmen and the Chief Executives of the Northern Ireland Tourist Board and the Invest NI Board have agreed to hold an initial meeting in the coming months. A further event involving the Boards of both organisations will be arranged for a later date. **ACTION: Michelle McBride**

The Chief Executive is working with Donal Durkan to produce a draft agenda for the Board Strategy Away Day 2013 and he agreed to discuss this with the Chairman before sharing with the Board. **ACTION: Chairman and Chief Executive**

Amanda Braden confirmed that she met with Scott Rutherford regarding Learning and Development and the Corporate Scorecard. They are seeking to ensure that the programmes are strategically aimed. Amanda Braden agreed to update the Board in December. **ACTION: Amanda Braden**

Barry McBride will circulate the Forward Plan to Board members and Board members are asked to notify Barry if they are going abroad.

Peter Harbinson confirmed that the first of the Regional roadshows will take place on 4<sup>th</sup> October and there has been a very good response to date.

Jeremy Fitch circulated the employment detail requested by the Board in August.

The Board requested that a Client Segmentation presentation is brought forward as a future Board item. **ACTION: Jeremy Fitch**

The Chairman and the Chief Executive met with Frank Ryan and Hugh Cooney of Enterprise Ireland on 6 September.

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He noted that he attended an Oversight and Liaison meeting with DETI in September.

The Chief Executive updated the Board on Access to Capital and the Growth Loan Fund.

He noted that he had been liaising with the Department regarding the head count situation and a business case has been presented to the Minister on this issue.

Members agreed that the Discussion Forum held in Larne prior to the Board meeting on the recent job losses at FG Wilson was very useful and positive. The Board discussed how the supply chain to FG Wilson can be supported. The Chief Executive confirmed that the Minister and he will meet with Senior officials from Caterpillar in the US.

The Chief Executive asked the Board to note the Scorecard. Mel Chittock provided an update regarding Business customer payments and the issues regarding processing due the large volume of claims, EU funded project issues and the introduction of the new system. Additional staff and overtime has been arranged to address the problems with this situation.

The Board noted the issues regarding the compliance with the Performance Management system and asked that the Executive Leadership team lead by example on this.

Members stated that they were pleased with the re-drafting of the KPI Charts. The Chief Executive agreed to address the colour coding issues with the KPI chart and to ensure that the RAGs are properly aligned. **ACTION: Chief Executive**

#### **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock provided an update on this report.

#### **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Peter Harbinson provided an update on this report. It was agreed that Branding would be an item for the October Board meeting. **ACTION: Peter Harbinson**

#### **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

#### **2.7 OPERATING PLAN & SCORECARD**

Damian McAuley introduced the Operating Plan and Scorecard. He agreed to

check some details in the Operating Plan and the Scorecard. **ACTION: Damian McAuley**

(Alan Lennon left the meeting at 3pm)

### **3. ITEMS FOR DISCUSSION**

#### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He updated the Board regarding his dinner with Minister Foster and the Business Organisations to discuss Corporation Tax.

The Chairman provided an update to members on the EAG meeting with Lord Heseltine on 11 September. He noted that Roy Adair, David Dobbin and Rose Mary Stalker had joined this meeting and the Chief Executive was in attendance.

He attended a CBI dinner in September and noted that he had positive feedback regarding Invest NI.

The Chairman and the Chief Executive had also met with Kevin Paul and Chris Condy to consider the potential of a fund to encourage start up FDI companies. These are typically mid-sized USA companies pre IPO that are looking for a European base.

#### **3.2 Lessons Learnt from PACs**

Gerry McGinn introduced the "Lessons Learnt" from PACs item and Mel Chittock presented on this topic.

Damian McAuley agreed to ensure that the Casework checklist aligns with the Lessons Learnt from PACs key themes. **ACTION: Damian McAuley**

(Professor McCormac left the meeting at 3.30pm)

### **3.3 Skills**

Tracy Meharg introduced this item and Niall Casey joined the meeting to discuss the paper presented.

The Board noted that phase one of this plan is positive, however, there is a lot more to be done. Members suggested identifying talent through workshops or aptitude tests rather than only through standard qualifications. The Board noted the timeframe to address the issues and the need to make the sectors look attractive, particularly with education influencers.

Niall Casey pointed out that the need for a small functional group to take this forward has been recognised.

### **4. AOB**

Scott Rutherford requested an update regarding Competence Centres at the October/November Board meeting. **ACTION: Tracy Meharg**

### **5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 24 October 2012 in the Seagoe Hotel, Craigavon with a networking lunch with local client companies and stakeholders commencing at 12.15 for 12.30pm (before the Board meeting).

The Board Meeting ended at 4.15pm

**NINETY NINTH MEETING OF THE INVEST NORTHERN IRELAND BOARD  
ON 24 OCTOBER 2012 HELD AT THE SEAGOE HOTEL, CRAIGAVON**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)	Alan Lennon
Roy Adair	Ken Nelson
Tim Brundle	Dr Gerard O'Hare
Frank Hewitt	Scott Rutherford

**In Attendance:** Alastair Hamilton, Mel Chittock, Jeremy Fitch, Tracy Meharg, Amanda Braden, Peter Harbinson, Barry McBride, Donal Durkan and Bill Scott & Damian McAuley

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.00pm

David Dobbin, Gerry McGinn, Professor McCormac and Rose Mary Stalker offered their apologies.

The Chairman asked the Board Members to declare any conflicts of interest, there were none to note.

**2. MONTHLY REPORTING TO BOARD**

**2.1 MINUTES SEPTEMBER BOARD MEETING**

The minutes of the September Board meeting were agreed as a true record of this meeting.

## **2.2 MATTERS ARISING**

The Outstanding Actions Arising table was reviewed and addressed.

Roy Adair provided an update regarding the Efficiency Group. It was agreed that Efficiency would be considered as an item for discussion at the Board Away Day. Mel Chittock agreed to continue working with the Efficiency Group and to provide information on this to the Board for discussion at the Away Day. **ACTION: Mel Chittock**

The Chairman and the Chief Executive will meet with the Chairman and the Chief Executive of the Northern Ireland Tourist Board on 7 December.

The Chief Executive and Donal Durkan to discuss the draft agenda for the Board Strategy Away Day with the Chairman **ACTION: Michelle McBride to agree a date and time**

The Chairman noted that he would like to discuss Board member terms and has asked members to consider whether they would like to extend/shorten terms. **ACTION: Board members**

Amanda Braden agreed to provide an update paper to the Board regarding Learning and Development and the Corporate Scorecard in the November Board papers. **ACTION: Amanda Braden**

Tracy Meharg agreed to present on the targets for Trade and the potential gaps in meeting these targets. She asked the Board to advise if there is any further information which they would like to be included. **ACTION: Board members and Tracy Meharg**

The Board asked that the Client Segmentation is brought forward as the item for discussion at the November Board item. **ACTION: Jeremy Fitch**

Scott Rutherford requested that a presentation regarding Competence Centres is brought to the November Board meeting. **ACTION: Tracy Meharg**

The Chairman suggested holding a meeting in Stormont and holding a networking lunch with MLA's in February or March 2013. Damian McAuley agreed to consider the logistics of arranging this meeting. **ACTION: Damian McAuley**

### **2.3 CEO REPORT**

The Chief Executive gave an overview of the CEO report to the Board and brought the following matters to the Board's attention:

He updated the Board on the next stage of the Transform process.

The Chief Executive updated members on the Growth Loan Fund.

He provided an update on FG Wilson's current situation and noted that the Minister and he met with Senior officials from Caterpillar in the US in September. The Board discussed how the supply chain to FG Wilson can be supported and recorded their support of how the Chief Executive has handled this situation.

The Chief Executive discussed his trip to the US and gave details of the announcements and visits to companies.

He noted that the CBI Roadshow in Belfast Met was a successful event and will be rolled out.

The Chief Executive confirmed that he had attended the First Minister and Deputy First Minister Economy and Job Initiative meeting and provided an update to the Board.

Jeremy Fitch provided an update on the Jobs fair for FG Wilson staff.

## **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock provided an update on this report.

He detailed the proposed update to the Board members Expenses Claim Form to meet the changes requested by HMRC. Expenses are now liable for tax and as the employer Invest NI will meet this liability. Remuneration will move from quarterly to monthly and payments will be made via the payroll system from December 2012.

## **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Peter Harbinson provided an update on this report.

Peter Harbinson agreed to consider the possibility of combining a Board networking lunch with a Roadshow event. **ACTION: Peter Harbinson**

Peter Harbinson agreed to consider updating the website to give more information on exactly what is available to companies and to include example case studies. **ACTION: Peter Harbinson**

Peter Harbinson agreed to look into providing Board members with updates re online press and social media. **ACTION: Peter Harbinson**

## 2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

Tim Brundle provided details of his recent experience sitting on a number of Casework panels. He asked that members are better sighted on cases returning to the Board and noted that original members of the panel should be contacted to sit on these cases. He suggested that further consideration should be given to the issue.

Mel Chittock noted that Materiality guidance had been issued approximately 18 months ago and confirmed that there were some practical difficulties with re-convening the original Committee in relation to the cases.

The Board noted that the guidance on Materiality was very useful, however, they want to ensure that expansions or revisions to projects face the same rigorous process and consistency of approach as the original project.

Frank Hewitt suggested that enabling the Board to see the fruition of the project via company visits could be useful.

The Chief Executive and Mel Chittock agreed to discuss Casework with Tim Brundle and Mel agreed to discuss this issue with the Chairman of the Audit committee. **ACTION: Mel Chittock**

## 3. ITEMS FOR DISCUSSION

### 3.1 Chairman's Update

The Chairman provided the Board with an update on his recent activities.

The Chairman updated the Board regarding his visit to the Colin Allotment Site on 21 September 2012.

He noted that he and Jeremy Fitch meet with Craig Holmes regarding a proposed Corporate NI website project.

The Chairman noted that he had attended an event at PWC on 2 October and the Chief Executive provided an update on the issue of Secondments.

He also attended the Energy Sector and CBI meeting in October.

The Chairman raised concerns about the small sample of larger NI companies which were included in the results presented at the EAG Competitiveness Workshop. Donal Durkan agreed to follow –up with the EAG. **ACTION: Donal Durkan**

Tim Brundle left the meeting at 3.20pm

### **3.2 Branding**

Peter Harbinson presented on Branding. The Board discussed the presentation and suggested a few points to improve Branding, including further work on the strap line and strengthening the logo.

Peter Harbinson agreed to consider the number of colours in the palette in relation to the logo. **ACTION: Peter Harbinson**

The Board agreed that they were content with the direction of travel regarding Branding.

Scott Rutherford left at 4.10pm.

**4. AOB**

There was no other business to note.

**5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting will be held on Wednesday 28 November 2012 in Invest NI Headquarters.

The Board Meeting ended at 4.25pm

**ONE HUNDREDTH MEETING OF THE INVEST NORTHERN IRELAND  
BOARD ON 28 NOVEMBER 2012 HELD AT INVEST NI HEADQUARTERS**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)	Gerry McGinn
Tim Brundle	Ken Nelson
Frank Hewitt	Dr Gerard O'Hare
Alan Lennon	Rose Mary Stalker

**In Attendance:** Jeremy Fitch, Mel Chittock, Amanda Braden, Peter Harbinson, Barry McBride, Donal Durkan & Damian McAuley

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.00pm.

The date of this meeting was changed at short notice and affected the availability of a number of Board members.

Roy Adair, David Dobbin, Professor McCormac, Scott Rutherford, Alastair Hamilton, Tracy Meharg and Bill Scott offered their apologies.

The Chairman asked the Board Members to declare any conflicts of interest.

Rose Mary Stalker noted one potential conflict relating the Chief Executive's report noting investment in R & D at QUB. While this issue was noted it was considered that conflicts would be unlikely.

## **2. MONTHLY REPORTING TO BOARD**

### **2.1 MINUTES OCTOBER BOARD MEETING**

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

### **2.2 MATTERS ARISING**

The Outstanding Actions Arising table was reviewed and addressed.

It was agreed that the proposed Board Strategy Away Day Agenda will issue to all Board members when the Chief Executive has had sight and is in agreement.

**ACTION: Donal Durkan/Martin Robinson**

Alan Shannon of DEL is to be invited to attend the Board Strategy Away Day.

**ACTION: Damian McAuley**

The Chairman asked Damian McAuley to provide him with information regarding the cycle of Board re-appointments before the Board Away Day. **ACTION:**

**Damian McAuley**

Members agreed that the Trade presentation would now be scheduled as an agenda item for the February Board meeting. **ACTION: Tracy Meharg**

The Board asked that Client Segmentation is brought forward as the item for discussion at a future Board meeting. **ACTION: Jeremy Fitch**

Damian McAuley agreed to look into holding a meeting in Stormont and holding a networking lunch with MLAs in April or May 2013. **ACTION: Damian McAuley**

Peter Harbinson agreed to consider the possibility of combining a Board networking lunch with a Roadshow event, in May 2013. **ACTION: Peter Harbinson**

Peter Harbinson is looking into providing Board members with updates regarding online press and social media and in the interim will update important issues via the normal press communication. **ACTION: Peter Harbinson**

Frank Hewitt offered to arrange a presentation from a representative of Dresden regarding Germany sub regional growth for a future Board meeting. **ACTION: Chairman to consider**

### **2.3 CEO REPORT**

In the Chief Executive's absence Jeremy Fitch gave an overview of the CEO report to the Board.

He updated members on the situation regarding Patton's and detailed the events which have been organised to assist the Construction Sector.

Frank Hewitt raised a query on the skills shortfall and the Board requested that an update on the Skills Action plan is presented at the February Board meeting. **ACTION: Tracy Meharg**

Ken Nelson raised a query regarding Competitiveness and agreed to pick this up with Bill Scott.

Rose Mary Stalker left the meeting at 1.35pm.

Jeremy Fitch updated the Board on the Prime Minister's visit to Northern Ireland and the announcement regarding the 2013 G8 summit. He confirmed that Invest NI will be involved in the team planning this event. The Board asked for an

update on Invest NI's involvement in the G8 summit at the January Away Day.

**ACTION: Barry McBride and Peter Harbinson**

Alan Lennon asked for clarification on the support to Queen's University in connection with Categen. **ACTION: Tracy Meharg**

On behalf of Rose Mary Stalker, Amanda Braden raised a query regarding the charts in the Corporate Scorecard. Jeremy Fitch agreed to follow up with Rose Mary and to clarify this. **ACTION: Jeremy Fitch**

The Board raised a query regarding the Growth Loan Fund and the Chairman agreed that a note would issue to Board members after the Access to Capital meeting. **ACTION: Chairman**

## **2.4 FINANCE REPORT TO THE BOARD**

Mel Chittock provided an update on this report.

He noted that the changes discussed at the last Board meeting regarding the processing of Board member expenses on a monthly basis would be in place from January 2013.

Gerry McGinn noted that the issues discussed at the last Board meeting regarding the Casework process were raised at the Board Audit Committee (BAC). The Board agreed that given their increased responsibilities regarding Casework that it is important that the processes are clear.

Frank Hewitt outlined his experience of sitting on a recent Casework panel. He commented both on the weaknesses of the initial presentation and on the attitude of the presenting team. The panel sought further information and the subsequently the presentation was significantly better.

Tim Brundle noted a number of points for clarification in the Casework process including, the changes to the delegations, the presenting team's attitude, continuity of the panel, due diligence to all cases and amendments.

The Board discussed how they can learn from each other experiences learning points can be picked up and good practise reinforced. It was agreed that Casework training for staff would be rolled out in January/February.

Gerry McGinn agreed that the Board Audit Committee would look at the issues raised with the Casework process and follow up on this item at their next meeting in February. The BAC will update the Board. **ACTION: Gerry McGinn and Mel Chittock**

Board members were asked to forward any issues regarding this to Mel Chittock. **ACTION:** Board members

Information Management and in particular the need for greater compliance with requirements was raised at the Board Audit Committee and Gerry McGinn updated the Board. It was agreed that this would be noted as a future Board item. **ACTION: Chairman to consider**

## **2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Members were asked to note this report.

## **2.6 CASEWORK REPORT TO THE BOARD**

Members were asked to note this Report.

### **3. ITEMS FOR DISCUSSION**

#### **3.1 Chairman's Update**

The Chairman provided the Board with an update on his recent activities.

He attended a dinner recently with JP Morgan to discuss current issues and future plans.

The Chairman joined the China Trade mission and visited the Dubai office in November. He met with a number of companies in Beijing and in Shenyang. The Chairman attended the Shanghai Trade show and further meetings in Hong Kong, including a Diaspora event. He noted his thanks to Peter Curran, Fiona Lavery and all of the Invest NI Trade team for their work in organising this mission.

He met with six companies based in the Invest NI Dubai office and noted very positive feedback regarding the organisation.

The Chairman agreed to follow-up with the Chief Executive and Barry McBride regarding the Connected Health Memorandum of Understanding. **ACTION: Chairman**

#### **3.2 Competence Centres**

Carol Keery and Brendan McGuigan joined to the meeting to present this item.

The Chairman and the Board discussed the lengthy timeline in setting up these centres and the possibility of making changes to the process. Mel Chittock noted that stepping outside the operating framework would require Ministerial approval. The Board noted the presentation and the proposed way forward and discussed

the importance of due diligence and having the appropriate monitoring systems in place.

Rose Mary Stalker joined the Board at 3.35pm.

### **3.3 Economic Jobs Initiative**

Martin Robinson joined the meeting to present with Donal Durkan.

Tim Brundle left at 3.55pm.

The Chairman noted that he and the Board were unhappy that this initiative had not been communicated in advance. Members noted that they are content with the initiative.

The Chairman and Board members asked that there is better communication regarding new initiatives with the Board. **ACTION: ELT**

### **4. AOB**

In relation to procurements, Frank Hewitt noted that a review of CPD had been initiated by the Head of the Civil Service. He would ask the individual to contact Mel Chittock.

### **5. DATE OF THE NEXT BOARD MEETING**

The next Board meeting and the Board Strategy Away day will be held on Wednesday 23 and Thursday 24 January 2013 in Newcastle, County Down.

The Board Meeting ended at 4.20pm