

INVEST NORTHERN IRELAND BOARD MINUTES 2014

January 23, 2014

February 19, 2014

March 26, 2014

April 30, 2014

May 28, 2014

June 25, 2014

August 20, 2014

September 25, 2014

October 29, 2014

November 26, 2014

ONE HUNDRED AND ELEVENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 23 JANUARY 2014, LOUGH ERNE RESORT

Present:

Invest NI Board

Mark Ennis (Chairman)
Roy Adair
Frank Hewitt
Dr Alan Lennon
Ken Nelson

Professor Gerry McCormac
Dr Gerard O'Hare
Rose Mary Stalker
Scott Rutherford

Apologies: Tim Brundle, Dr David Dobbin, Gerry McGinn have offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott and Charles Hamilton

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 1.30pm.

The Chairman asked Board Members to declare any potential conflicts of interest. Scott Rutherford and Roy Adair noted potential conflicts relating to the Chief Executive's report but these were deemed unlikely to be significant, based on the agenda. Dr Gerard O'Hare noted a conflict from the previous Board meeting.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES 27 NOVEMBER BOARD MEETING

The minutes of the 27 November Board meeting were agreed as a true record of that meeting, with two minor amendments.

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

The Energy Board Working group have agreed to meet on 26 March 2014. The paper on the availability of property and office space will be circulated to the members in advance of the February Board meeting. **ACTION: JEREMY FITCH**

Internationalization deferred as an agenda item to the February Board meeting.

ACTION: DONAL DURKAN

It was noted that Tracy Meharg had provided a supplementary paper regarding the NISPO Evaluation and Action Plan to the Chairman and Board members on 12 December 2013. The original Board Casework Committee confirmed that it was content that the lessons learned as reported to the casework committee reflected all the issues raised in the evaluation and endorsed the NISPO evaluation and action plan.

The Quarterly Satisfaction survey for 2014 to 2015 is still in progress. Peter Harbinson confirmed that he will shortly receive the next Quarterly Survey and will be conducting the Annual Customer one and will then be in a better position to make recommendations regarding changes to the format.

The updated Invest NI website will launch with staff and then with the public week commencing 27 January 2014.

Board members submitted their response regarding the Innovation Strategy to Department 18 December 2013.

2.3 CEO REPORT

The Board members were asked to note this report. The Chief Executive updated the Board on his visit to Japan with the First Minister and deputy First Minister.

Chairman requested greater input in future CEO Report's on the Strategic Forward view for 2014. **ACTION: CHIEF EXECUTIVE**

The Board noted the improvement in Claims processing times.

2.4 FINANCE REPORT TO THE BOARD

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

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note the Marketing and Communications report to the Board. Peter Harbinson updated the Board on the Boosting Business campaign and noted the increase in enquiries.

The Chief Executive noted that Board members have received an invitation to the Business Ambassador's event on 18 February 2014.

The Chief Executive updated the Board on the Invest NI and NITB meeting on 16 December 2014.

In response to a query from Rose Mary Stalker regarding the Advocacy Survey, the Chief Executive agreed to forward the Performance Update presentation given previously to all Board members.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

2.7 BOARD AUDIT COMMITTEE MINUTES 27 NOVEMBER 2013

Mel Chittock provided feedback regarding the discussions at this meeting. The Chairman of the Audit Committee is considering guidance and training regarding Casework for Board members. This will be included in the Induction process for new Board members. **ACTION: GERRY MCGINN**

3. NI SCREEN EVALUATION

Brian Dolaghan presented the NI Screen Evaluation to the Board for review and endorsement pre publication of the Action Plan. The NI Screen support gives VFM, target setting to be SMART and based on outputs (implemented).

Board casework panel members (Alan Lennon and Tim Brundle) for the forthcoming NI Screen case requested copies of the final and interim evaluations before the panel meets on 28 January 2014. **ACTION: BRIAN DOLAGHAN**

4. AOB

Overseas Events Programme & VIP Visit Programme (2014-15)

Barry McBride presented this programme of events and highlighted a number of the VIP visits.

The Chairman noted that as the Far Eastern Team is now in place consideration should be given to having fewer representatives of the Invest NI Belfast team joining the mission. **ACTION: BARRY MCBRIDE**

The Chairman thanked the Executive team for an excellent performance.

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 19 February 2014, in Belfast City Council offices.

The Board Meeting ended at 2.05pm.

ONE HUNDRED AND TWELFTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 19 FEBRUARY 2014, BELFAST CITY HALL

Present:

Invest NI Board

Mark Ennis (Chairman)
Roy Adair
Dr David Dobbin
Frank Hewitt
Dr Alan Lennon

Professor Gerry McCormac
Gerry McGinn
Ken Nelson
Rose Mary Stalker
Scott Rutherford

Apologies: Tim Brundle and Dr Gerard O'Hare offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott and Damian McAuley

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 2.10pm.

The Chairman thanked members for attending the lunch with Belfast City Councillors before the meeting. He noted that discussions at lunch had been very useful and looked forward to similar events in the future.

The Chairman asked Board Members to declare any potential conflicts of interest. There were no issues to note.

The Chairman updated members regarding the ongoing process of appointments to the Board in April 2014.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES JANUARY BOARD MEETING AND WORKSHOP

The minutes of the January Board meeting and Board workshop outputs were agreed as true records of the meetings.

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

The Energy Board Working group have agreed to meet on 26 March 2014.

OFFICIAL – SENSITIVE – COMMERICAL

The paper on the availability of property and office space will be circulated to the members in advance of the March Board meeting. **ACTION: JEREMY FITCH**

Internationalization deferred as an agenda item to the March Board meeting. **ACTION: DONAL DURKAN**

Peter Harbinson will provide an update on the Quarterly Satisfaction survey for 2014 to 2015 at the March Board meeting. **ACTION: PETER HARBINSON**

Brian Dolaghan confirmed that Board casework panel members (Alan Lennon and Tim Brundle) received copies of the NI Screen final and interim evaluations.

Barry McBride agreed that the Global teams will make use of local resources during Trade missions.

Bill Scott updated on Start-ups and confirmed the reduced number coincided with a general down turn. He noted that the trend is now looking up.

Jeremy Fitch updated the Board regarding lessons learnt from previous programmes and on finance vouchers. He confirmed that these issues will be captured through evaluations.

Mel Chittock updated on Efficiency and Effectiveness. Chairman asked Board members Roy Adair and Alan Lennon to feedback any issues to Mel Chittock before they finish their terms as Board members. **ACTION: ROY ADAIR AND ALAN LENNON**

A draft Board Induction programme to be circulated to the Board before March meeting. **ACTION: DAMIAN MCAULEY**

It was agreed that a discussion document with the aim of highlighting how we would use the Board Alumni information and who would manage interactions to be presented to ELT and then Board. **ACTION: DAMIAN MCAULEY**

2.3 CEO REPORT

The Board members were asked to note this report. The Chief Executive noted that the Forward look is now incorporated in Section 5 of the report.

He updated the Board regarding the Apprenticeships review.

The Chief Executive provided an update regarding Regional Aid Guidelines (RAG). Board noted concerns and stated the importance of informing politicians regarding this. The Chairman agreed to discuss with David Sterling. **ACTION: CHAIRMAN**

OFFICIAL – SENSITIVE – COMMERICAL

OFFICIAL – SENSITIVE – COMMERCIAL

The Chief Executive updated the Board on his visit to Singapore with Minister Foster. He noted that there had been engagement with the Clipper Round the World Boat Race in Singapore and there will be follow-up events relating to this.

He presented the Performance Quadrant and the Stakeholder Survey Presentation. Peter Harbinson agreed to circulate the Stakeholder Survey to members to Board for information. **ACTION: PETER HARBINSON**

The Chief Executive addressed a point of clarification in CEO Report noting that it should read that Gordon Gough is the Chief Executive of Enterprise NI.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance Report and an update on the latest position. He updated on his discussions with the Department and DFP regarding forward budget commitments.

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note the Marketing and Communications report to the Board. Peter Harbinson updated the Board on wider business base survey results and updated the Board on the employee survey. Board noted the importance of the trends. Peter Harbinson thanked members who attended the Business ambassadors programme at the Merchant Hotel on 18 February.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

2.7 Board Audit Committee Update- Risk Register

Gerry McGinn (Chairman of the Board Audit Committee- BAC) provided an update and asked members to note the Risk Register. He stated that the transition period of new members joining the Board presented a risk and noted the importance of the induction process.

It was agreed that a glossary of terms will be included as part of the Board book to assist incoming Board members from April 2014. **ACTION: DAMIAN MCAULEY**

Gerry McGinn discussed the Corporate Governance Review, which will be carried out by internal audit.

He confirmed that Annual Statement from the BAC will be presented to the Board after the May BAC meeting.

3. RPA

Bill Scott presented the RPA, detailing the background and the implications for Invest NI. He provided information on the next steps in 2014 to 2015.

The Board noted that Invest NI will need to liaise with the councils to ensure strategies are joined up. Members also noted the importance of communication and discussed the part that local politics will play in this area. They discussed the Regional Advisory Boards in Scotland which are used as a means of connecting all the groups. Board members stated that they are supportive of direction of travel and asked to be kept informed. It was agreed that the Sub Regional Growth Board working group should work on this on behalf of the Board. **ACTION: BILL SCOTT**

4. AOB

Chairman's Business

The Chairman attended a networking dinner on evening of 11th February with a delegation of senior public and private sector representatives from China and senior representatives from Department Health, Social Services & Public Safety (DHSSPS), Queen's University Belfast, University of Ulster and European Chemicals Agency (ECHA). The Chinese delegation comprised of Madam Gao (Dr Gao), Director of Information Technology, Development for Healthcare, Ministry of Health, Millard Chiang, China Licensing Cooperation (CLC), Y F Fong, State Owned Entity (SOE) and President of CLC. The purpose of the visit was to showcase Northern Ireland's capabilities in IT/Healthcare & Security and as a potential region for collaboration and Inward Investment.

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 26 March 2014, in Invest NI, Bedford Street.

The Board Meeting ended at 4.25pm.

ONE HUNDRED AND THIRTEENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 26 MARCH 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Roy Adair
Tim Brundle
Frank Hewitt
Dr Alan Lennon
Gerry McGinn

Professor Gerry McCormac
Ken Nelson
Dr Gerard O'Hare
Rose Mary Stalker
Scott Rutherford

Apologies: Dr David Dobbin, Barry McBride and Bill Scott offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson and Damian McAuley

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 1pm.

The Chairman thanked members for attending the Board Feedback session at the Belfast Harbour Commissioners on the 25 March 2014. He thanked the retiring members Roy Adair, Tim Brundle, David Dobbin, Frank Hewitt, Alan Lennon and Professor Gerry McCormac for their six years of service on the Invest NI Board.

The Chairman asked Board Members to declare any potential conflicts of interest. Roy Adair noted potential conflicts relating to the Property and Office Space presentation but these were deemed unlikely to be significant.

The Chairman updated members regarding the ongoing process of appointments to the Board in April 2014. Members were asked to note the draft Induction programme included with the Board papers. The Board agreed that the first half day induction session will be arranged for the morning of 30 April. **ACTION: DAMIAN MCAULEY**

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES FEBRUARY BOARD MEETING AND WORKSHOP

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

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

The Energy Board Working group was to meet at 5pm on 26 March 2014. Jeremy Fitch will provide an update at the April Board meeting. **ACTION: JEREMY FITCH**

Peter Harbinson will provide an update on the Quarterly Satisfaction survey for 2014 to 2015 at the April Board meeting. **ACTION: PETER HARBINSON**

Mel Chittock confirmed that Roy Adair and Alan Lennon have provided feedback on Efficiency and Effectiveness measures and the way forward. It was agreed that there will be a progress update on Efficiency and Effectiveness to the Board at the August meeting. **ACTION: MEL CHITTOCK**

Donal Durkan provided an update on Regional Aid Guidelines.

Damian McAuley presented a discussion document with the aim of highlighting how to use the Board Alumni information and who would manage interactions to ELT. The Chairman and the Chief Executive agreed to discuss this paper and bring back to the Board at a future meeting. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

The Stakeholder Survey was circulated to Board members for information on 24 February 2014.

A list of Invest NI acronyms was included with Board papers and will be included with each Board pack.

The Chair of the Sub Regional Growth Board working group, Dr Gerard O'Hare, confirmed that the group will meet on Friday 28 March. Dr O'Hare will provide an update at the April meeting. **ACTION: DR GERARD O'HARE**

2.3 CEO REPORT

The Board members were asked to note this report.

The Chief Executive presented the Scorecard Performance Update including an update on the Employee Engagement survey results.

The Chairman and the Board congratulated the Executive leadership team on these results.

The Chairman discussed the Health Sector and the Chief Executive and Brian Dolaghan provided an update.

The Board noted the importance of managing expectations for next year and ensuring that there is supporting evidence of how these results were delivered.

The Board discussed the Long term unemployment figures. The Board emphasized the need to ensure, particularly in Jobs Fund cases, that companies should make genuine efforts to employ staff from the long-term unemployed. It was explained that there was a general condition in Jobs Fund letters of offer that the company should aspire to a goal of 10% of employment to be drawn from the long-term unemployed and companies were encouraged to meet or exceed this target.

The Chief Executive thanked the retiring members Roy Adair, Tim Brundle, David Dobbin, Frank Hewitt, Alan Lennon and Professor Gerry McCormac for their help and support during their time as Invest NI Board members.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance Report and an update on the latest position. He updated on the End of Year situation and the likely outturn for the year. He detailed budget pressures and updated the board regarding receipts.

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note the Marketing and Communications report to the Board. Peter Harbinson noted that the Invest NI Staff conference will be held on 13th May at the Spires centre. He gave updates on campaigns, Business Support Team enquiries and the events planned. He noted that the period of Purdah for the forthcoming elections to the European Parliament and local government elections is 14 April 2014 to 22 May 2014.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

2.7 Board Audit Committee Update- Risk Register

Gerry McGinn (Chairman of the Board Audit Committee- BAC) provided an update and a synopsis of the issues discussed.

3 DISCUSSION

3.1 Draft Scorecard and Operating Plan

The Chief Executive presented an early view of the draft scorecard and Operating Plan.

The Board discussed the various measures in the Operating Plan. It was suggested that the level of Venture Capital per head could be included as a measure and the Board discussed the importance of maximising EU funding.

It was agreed that the Operating Plan and Scorecard will come back to the Board for further discussion at April meeting. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

The Chairman and Chief Executive agreed to discuss incorporating a number of high-level strategic objectives into Operating plan. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

3.2 Internationalisation

Donal Durkan gave a presentation on Internationalisation. He detailed the background and the next steps. He provided information regarding the “Great” campaign.

The Board noted that Invest NI and the Northern Ireland Tourist Board are working together on developing a joint Branding for Northern Ireland.

3.3 Property and Office Space

William McCulla and Sharon Keenan joined that Board meeting to present on the availability of Grade A office space in Belfast.

The Board noted that the RSM report will be presented to the Board at a later date.

The Chairman queried the analysis regarding availability of space. The Board discussed the presentation and noted that the £15 per head rate for property was competitive.

4. AOB

The remaining Board members thanked the retiring members Roy Adair, Tim Brundle, David Dobbin, Frank Hewitt, Alan Lennon and Professor Gerry McCormac for their guidance and support.

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 30 April 2014, in Invest NI, Bedford Street.

The Board Meeting ended at 4.15pm.

ONE HUNDRED AND FOURTEENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 30 APRIL 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Gerry McGinn
Peter McNaney
Ken Nelson

Mark Nodder
Dr Gerard O'Hare
Scott Rutherford
Rose Mary Stalker
Mark Sweeney
Judith Totten

Apologies: Donal Durkan offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Barry McBride, Bill Scott and Damian McAuley (and David Sterling, who had spoken at the Induction session and joined the Board for lunch)

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 1pm.

The Chairman welcomed the newly appointed Board members Brian Baird, Padraig Canavan, Deborah Lange, Peter McNaney, Mark Nodder, Mark Sweeney and Judith Totten. He thanked members for attending the Board meeting and the first Board Induction session (which preceded the meeting).

All Board members introduced themselves and gave some information on their background.

David Sterling noted his thanks and best wishes to the Invest NI Board. He confirmed that he will move to DFP on 1st July following Stephen Peover's retirement (David Sterling left the meeting).

The Chairman noted his involvement in Airtricity and SSE in relation to any discussion on Energy Costs. Peter McNaney noted his position in Belfast City Council in relation to EU LED projects.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES MARCH BOARD MEETING

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

Board members to consider future Board meeting dates and whether meetings should be moved to a different day. **ACTION: DAMIAN MCAULEY**

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

Jeremy Fitch agreed to invite the Chief Executive of the Utility Regulator, Jenny Pyper, to present to the Board in June. **ACTION: JEREMY FITCH**

It was agreed that there will be a progress update on Efficiency and Effectiveness to the Board at the August meeting. **ACTION: MEL CHITTOCK**

The Board Working Groups membership will be discussed at the next Induction session. **ACTION: MEL CHITTOCK**

Dr O'Hare provided an updated on the Sub Regional Group meeting held on Friday 28 March. Bill Scott then gave an overview of the current situation regarding RPA.

The Chairman noted that the Access to Finance Committee had met on 25 April and had discussed issues regarding different Council areas applications for funds.

2.3 CEO REPORT

The Chief Executive provided a summary of the key issues in this report.

Board members raised a query regarding the Casework format. Members noted that there is likely to be a high volume of Casework panel requests in the coming months and were asked to make themselves available for casework panels before the end of June.

The Board suggested that a summary sheet should be included in major Caseworks to provide appropriate context, Mel Chittock to consider. **ACTION: MEL CHITTOCK**

OFFICIAL – SENSITIVE – COMMERICAL

The focus of next Induction session will be on Casework. **ACTION: DAMIAN MCAULEY**

New Board members will be invited to sit on Casework panels, to observe (before being asked to participate as approving members). **ACTION: DAMIAN MCAULEY**

The importance of clarification regarding EU funding for New Board members was noted and it will be picked up via Induction sessions.

The Chief Executive provided any update to the Board regarding issues relating to NISPOII.

The Chief Executive presented the Performance Update. He detailed the headline results for the year 2013 to 2014 and noted the end of year programme for reporting to the ETI Committee and the media.

Gerry McGinn updated members regarding Audit limited opinions.

The Chairman discussed Exports noting, that service related exports and sales to GB were not included in the numbers.

Chairman and Board members congratulated to the Executive Leadership team and the organisation on these excellent results. Members commended the importance of the improvements in the people scores and business processes on the Balance Scorecard. The Board noted congratulations to Mel Chittock and Finance team on the year-end out-turn.

Peter McNaney left the meeting at 2.05pm.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance Report and provided information on the financial model for the new Board members. He detailed the monitoring rounds and the budget forecasting regime.

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson gave an overview of the surveys paper to Board members. The Board noted the importance of focusing on end to end process using these surveys. It was noted that claims processing remained an important area for the surveys to focus on. Board members expressed a desire to understand the cost implications of 11.b, and requested more detail on the claims handling satisfaction point before deciding on the recommendation at 11.c.

OFFICIAL – SENSITIVE – COMMERCIAL

Peter Harbinson will present the regression analysis of the Surveys report to the Board and provide information on the cost of the rolling monthly report. **ACTION: PETER HARBINSON**

Members were asked to note the Marketing and Communications report to the Board. Peter Harbinson noted that the Invest NI Staff conference will be held on 13th May at the Spires centre and invited all Board members to attend.

Board members to advise Peter Harbinson if they would like to participate in any of the listed activities. **ACTION: PETER HARBINSON/BOARD MEMBERS**

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

3 DISCUSSION

3.1 Operating Plan

The Chief Executive presented an overview of the Operating Plan and the Scorecard for 2014/15.

The Board discussed each target detailed on the Scorecard and noted the importance of the continued development of Invest NI, the next stage of Transform.

The Board referred to the Leadership area of the Scorecard and asked that the Chief Executive consider revising Point 7 to 85%. **ACTION: CHIEF EXECUTIVE**

The Chairman confirmed that he would discuss the plans for Invest NI aiming to achieve the 'Great Place to Work' Award with the Chief Executive as part of his objectives.

The Board looked at the Claims processing targets and discussed how these targets are benchmarked. The changes in State Aid coming into effect in June were noted by the Board.

Members discussed Point 26 of the Scorecard and suggested that the Chief Executive consider revising this target to 30. **ACTION: CHIEF EXECUTIVE**

BOARD RESOLUTION: The Board approved the Operating Plan and Scorecard.

3.2 Chairman's business

The Chairman noted that he and the Chief Executive met with the Chairman and the Chief Executive of Enterprise Ireland on 3 April 2014.

He noted that he attended the Chief Executive's lunch for the Financial Sector on 28 March 2014.

4. AOB

Damian McAuley updated members on the plans for the next Board Induction sessions.

Mel Chittock updated the Board on proceedings regarding the Invest NI Building.

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 28 May 2014, in Armagh. The Board Meeting ended at 3.50pm.

ONE HUNDRED AND FIFTEENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 28 MAY 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Gerry McGinn
Peter McNaney
Ken Nelson

Mark Nodder
Dr Gerard O'Hare
Scott Rutherford
Rose Mary Stalker
Mark Sweeney
Judith Totten

Apologies: Jeremy Fitch and Barry McBride offered apologies for this meeting.

Mark Nodder arrived at 1.30pm.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Peter Harbinson, Bill Scott and Damian McAuley

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 1pm.

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Peter McNaney and Mark Nodder noted potential conflicts relating to the Chief Executive's report and the Casework approvals paper but these were deemed unlikely to be significant, based on the agenda.

The Chairman thanked the Board for agreeing to hold the May Board meeting in Invest NI Headquarters to assist with arrangements for Board sub Committees. He noted that the Board would visit regional areas in September and October.

2. MONTHLY REPORTING TO BOARD

2.1 MINUTES APRIL BOARD MEETING

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

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

The Board noted that the Chief Executive of the Utility Regulator, Jenny Pyper, is not available to present to the Board in June. A suitable future date to be agreed. **ACTION: JEREMY FITCH**

It was agreed that there will be a progress update on Efficiency and Effectiveness to the Board at the September meeting. **ACTION: MEL CHITTOCK**

A paper re Board Working Groups membership has been circulated to the Board. Members are asked to indicate preferences to Michelle McBride as soon as possible. **ACTION: BOARD MEMBERS**

Details of the proposed Board Alumni to be circulated to members. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

Chairman and Chief Executive to host a lunch for the Board Alumni. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

The Chief Executive agreed to present the proposed changes and additions regarding the Scorecard at the August Board meeting. **ACTION: CHIEF EXECUTIVE**

Peter Harbinson updated the Board regarding the costs of the quarterly survey and the rolling monthly survey. Members noted that the monthly survey provided more recent and relevant information.

Mel Chittock confirmed that a summary sheet will be included in major Caseworks to provide appropriate context for Board members. **ACTION: MEL CHITTOCK**

Damian McAuley confirmed that “On Board Governance Training” has been arranged for Monday, 9th June. He noted that the “Casework Induction Session” to be held on 4th June. “Final Session” on “How Invest NI works” date to be agreed and sessions will be offered again for those who cannot attend. **ACTION: DAMIAN MCAULEY**

The Board agreed that the meeting would remain on a Wednesday. Video conferencing facilities will be available and the June meeting will be the first link in for Mark Sweeney. **ACTION: MICHELLE MCBRIDE**

2.3 CEO REPORT

The Chief Executive provided a summary of the key issues in this report. The Board noted that the paper was abbreviated as it is the first report of the year.

OFFICIAL – SENSITIVE – COMMERICAL

The Chief Executive provided an update on the Staff Conference, held on 13 May 2014. He noted his thanks to Peter Harbinson and Anne Marie Murphy for organising this successful event.

Board members stated that they were impressed with the staff conference and noted the event allowed Board members to have positive interaction with staff. The Chairman noted that the Question and Answer session with the Executive Leadership Team was an excellent part of the conference.

The Chief Executive updated members regarding the International Conference and noted that there was very positive engagement in Fermanagh during the delegates visit to the area. Board members stated that they had learned a lot from attending part of the International conference.

It was agreed that the presentations from the International Conference should be circulated to the Board. **ACTION: MICHELLE MCBRIDE**

The Board noted that the Chairman and the Chief Executive presented the Year end results to the ETI Committee on 15 May 2014. The Chief Executive also presented the results to the Media. It was noted that the results were well received and the Chief Executive had provided information and details of the targets for next year.

The Board discussed the possibility of the Chairman and the Chief Executive meeting with the political parties on a one to one level to help widen the Economic debate.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance Report and provided information on the outturn. He updated members regarding June monitoring.

The Board asked that the risk associated with Monitoring rounds is identified on the Risk Register. **ACTION: MEL CHITTOCK**

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson gave an overview of the paper to Board members. He noted that the videos of the Staff Conference are available on the Board Website. He updated on upcoming events and noted that a journalist may join the Bio USA Trade mission at the end of June.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

3 DISCUSSION

3.1 BAC Annual Report to Board

Gerry McGinn, Chairman of the Board Audit Committee (BAC) introduced the BAC Annual Report to Board. He noted his thanks to Keith Miller and David Smyth for their support to the Committee. Gerry McGinn stated that there are three new risks to note in the report:

1. Change to Regional Aid
2. Change to Board membership and work load in the coming months
3. Accounting for subsidiaries.

He asked Board Members to raise any issues relating to the Annual Report and Accounts before 25 June 2014. In response to a query from the Chairman, Damian McAuley provided more information regarding the issues relating to the Engineering Training council, an external delivery organisation.

Mel Chittock updated the Board regarding the accounting for subsidiaries, including the Invest NI building procurement. Gerry McGinn and the Chief Executive provided further clarification regarding the Risk Management Framework. Dr Gerard O'Hare noted that the Invest NI Annual Report and Accounts is an example of good governance. The Chairman supported this view and for the benefit of new Board members he updated on the previous years' reports.

3.2 Quarter 1 Pipeline and Board Casework Brief

Brian Dolaghan presented on the Casework pipeline for June 2014. Members noted that the dates for Board casework panels have been agreed in advance. The Chairman asked for more information regarding the issues and the risks relating to these cases. It was noted that, in general, for most projects, no payment is made until employment is created and thereafter the risk was well managed.

Board members noted that they are happy to assist where available and new Board members will be sitting on panels, post-induction. They discussed the

possibility of reviewing papers at the same time as the Senior Executive Casework Committees panels.

The Board asked to receive good standard, concise papers, as early as possible in advance of the Casework Panels in June. **ACTION: MEL CHITTOCK**

Damian McAuley thanked the Board and noted that Simon Marner will contact members to reserve dates.

3.5 Social Media Policy (taken early)

Peter Harbinson presented on the Social Media Policy. The Chairman encouraged Board Members to follow this guidance.

The Board queried how Invest NI uses Social Media to understand trends in the markets and to promote the organisation. Peter Harbinson noted that this is captured by the Invest NI Communications team and noted that there are now more people in the team in this area and they are gaining more knowledge and expertise.

Peter Harbinson agreed to circulate the Social Media Plan to the Board. **ACTION: PETER HARBINSON**

The Board discussed using Social media to lead the debate and in opinion forming, focusing on the positives and being proactive. The Chairman requested that a paper on the future online digital direction of Invest NI is brought to the Board for their input. **ACTION: PETER HARBINSON**

3.3 Survey's Regression Analysis

Jenny Gilgunn and Glen Hall from Millward Brown joined the Board meeting to present on the Annual customer satisfaction regression analysis.

PH noted that the team will use the path analysis to determine the areas to priorities and to agree the actions going forward.

The Board asked that information is provided on whether the companies surveyed were new or from the established customer base. **ACTION: PETER HARBINSON**

The Board noted congratulations regarding the upward trends in the Surveys. The Chief Executive stated that the regression shows what the organisation has changed, for example the contactability policy, and how this has delivered positive results in the survey.

The Board noted that this is a third tier of regression and asked that the Executive team consider the value from the surveys going forward. The key areas of speed, responsiveness and claims processing should continue to be

monitored. The Chairman asked that as the environment changes other areas of focus are also considered. The Chief Executive confirmed that the team are considering other areas to focus including trade support and social media.

ELT to continue to highlight and monitor surveys results and the regression analysis will be made available to the Board annually.

ACTION: PETER HARBINSON

BOARD RESOLUTION:

The Board agreed that the Quarterly surveys will move to monthly surveys. Members noted that the regression analysis available annually will be brought the Board.

3.4 Sustainable Utilisation of Poultry Litter (SUPL) Loan Scheme and Property Overhang Fund

William McCulla joining meeting to present to the Board. He detailed the background and Invest NI involvement in the Property overhang Fund. Members were updated on the benefits of the fund and the next steps.

William McCulla presented on the Sustainable Utilisation of Poultry Litter (SUPL) Loan Scheme. He gave information on the background and the next steps. Members discussed the technology available.

3.5 Chairman's business

The Chairman gave an update on the staff conference and the briefings to the Business alliance and the ETI Committee.

4. AOB

The Board noted that the NISPO II challenges had been resolved.

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 25 June 2014, in Invest NI Headquarters. The Board Meeting ended at 4.05pm

ONE HUNDRED AND SIXTEENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 25 JUNE 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Peter McNaney

Gerry McGinn
Dr Gerard O'Hare
Scott Rutherford
Mark Sweeney*
Judith Totten

*Mark Sweeney joined the meeting by video conference

Apologies: Rose Mary Stalker, Ken Nelson, Mark Nodder, Brian Dolaghan and Bill Scott offered apologies for this meeting.

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

The Chief Executive joined the meeting by video conference for item 3.1- The Annual Report and Accounts.

Jeremy Fitch deputised for the Chief Executive during all other items at the Board meeting.

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 1pm.

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Peter McNaney noted a potential conflict relating to the Chief Executive's report and Judith Totten and Dr O'Hare noted potential conflicts in relation to the Interim evaluation of the Co-Fund paper but these were deemed unlikely to be significant, based on the agenda.

The Chairman thanked the Board members for their time commitment to Casework panels in June.

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 the meeting, with one minor amendment.

2.2 MATTERS ARISING

The Actions table was reviewed and addressed.

Damian McAuley agreed to check the availability of the Chief Executive of the Utility Regulator, Jenny Pyper, to join the August Board meeting (as the date has been changed). **ACTION: JEREMY FITCH**

The Chairman and Mel Chittock will review the Board Working Group preferences and advise members of the proposed membership. **ACTION: CHAIRMAN AND MEL CHITTOCK**

Chairman and Chief Executive to host a lunch for the Board Alumni. **ACTION: CHAIRMAN AND CHIEF EXECUTIVE**

Peter Harbinson agreed to discuss the Board Alumni with Andrew Cowan, Director of NI Connections and report back to the Chairman. **ACTION: PETER HARBINSON**

Mel Chittock confirmed that a summary sheet has been included in major Caseworks to provide appropriate context for Board members.

Michelle McBride agreed to arrange dates in July/August for members who missed the Induction sessions. **ACTION: MICHELLE MCBRIDE**

The Board noted that the presentations from the International Conference and the Social media policy have been uploaded to the Board website.

Peter Harbinson confirmed that a paper on the future online digital direction of Invest NI will be brought to the Board for their input in November. **ACTION: PETER HARBINSON**

Jeremy Fitch provided an update on the approval of cases in June. The Executive Leadership team thanked the Board members for their assistance. The Board noted their thanks to the teams involved.

2.3 CEO REPORT

Jeremy Fitch (on behalf of the Chief Executive) asked the Board to note this report.

2.4 FINANCE REPORT TO THE BOARD

Mel Chittock gave an overview of the Finance Report

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson gave an overview of the paper to Board members.

2.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

2.7 AUDIT AND RISK COMMITTEE (ARC) MINUTES

Members were asked to note these minutes. The Chair of the Board Audit Committee, Gerry McGinn, gave an update on committee matters.

3 DISCUSSION

3.4 CHAIRMAN'S BUSINESS (TAKEN EARLY)

The Chairman noted that he and the Chief Executive attended the Interagency meeting, held in the Intertrade Ireland offices, Newry, on 30 May 2014.

3.1 ANNUAL REPORT AND ACCOUNTS

Due to technical difficulties, Mark Sweeney left the meeting at this point to allow the Chief Executive to join via video link.

Katrina O'Dowd and Alan Harris of the Finance team joined the meeting.

Gerry McGinn introduced the Annual Report and Accounts. He congratulated the team and thanked them for their work.

He noted the accounts had an unqualified audit opinion and were on time. He updated the Board on the Audit and Risk Committee's discussions with the NIAO. He particularly noted that the consolidation of the BSDL company accounts had resulted in the accounts being more complex and complicated than usual. However, there were no major issues of concern for the organisation.

Dr Gerard O'Hare re-iterated that these were complex and complicated accounts, and endorsed the Audit and Risk Committee view that there were no significant risks to be drawn to the attention of the Board.

The Chief Executive noted his issues regarding the Remuneration figures and discussed the options available. The Board discussed the issue at some length and it was agreed that the wording would remain as drafted.

It was agreed that the Letter of Representation would be redrafted in line with the Board and Chief Executive's suggestions. **ACTION: MEL CHITTOCK**

BOARD RESOLUTION:

OFFICIAL – SENSITIVE – COMMERCIAL

The Chairman and the Chair of the Audit and Risk Committee noted that they were content for the Annual Report and Accounts to be submitted and the Board endorsed this proposal.

The Chief Executive thanked the Chair, the Audit and Risk Committee and all of the team.

The Chief Executive left the meeting. Mark Sweeney joined the meeting via video link.

3.3 CORPORATE PLANNING PROCESS (TAKEN EARLY)

Donal Durkan presented the Corporate Planning Process to Board members. He welcomed Martin Robinson, who will be co-ordinating the Corporate Planning process, to the Board meeting.

Board members requested that there should be a more defined role for the Board and requested that they are involved in the scoping and planning stage of the Corporate Plan Process.

The Chairman asked that ELT bring forward plans for engaging the entire Board in the process as early as possible and also agreed that a Board Working Group should be set up to assist with the Corporate Plan Process. **ACTION: DONAL DURKAN**

Martin Robinson left the Board meeting.

3.2 INTERIM EVALUATION OF THE CO-FUND

William McCulla and Sinead Magee joined the Board meeting. Jeremy Fitch introduced the interim evaluation of the Co-Fund. William McCulla gave an overview of the different funds and Sinead Magee provided information on the Co-Fund and the papers provided to the Board.

The Board discussed the evaluation and the recommendations relating the Co-Fund. They noted the increased demand in these funds.

BOARD RESOLUTION:

The Board approved the interim evaluation report and the proposed action plan.

4. AOB

The Board requested an update on skills issues and availability at a future Board meeting. **ACTION: JEREMY FITCH**

5. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 20 August 2014 at 9.30am, in Invest NI Headquarters. The Board Meeting ended at 3.25pm.

ONE HUNDRED AND SEVENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 20 AUGUST 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Peter McNaney
Rose Mary Stalker

Gerry McGinn
Dr Gerard O'Hare
Ken Nelson
Mark Sweeney
Judith Totten
Mark Nodder

Apologies:, Scott Rutherford, Jeremy Fitch and Bill Scott offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Donal Durkan, Brian Dolaghan, Peter Harbinson, Barry McBride and Damian McAuley

Minute Taker: Michelle McBride

(Deborah Lange joined at 9.25am)

(Rose Mary Stalker, Judith Totten and Brian Dolaghan were participating on a casework panel and joined the meeting at 10.40am)

1. APOLOGIES & DECLARATIONS OF INTEREST

The meeting commenced at 9.15am.

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Peter McNaney noted a potential conflict relating to engagement with local government in the Chief Executive's report. The Chairman noted a potential or perceived conflict regarding Item 7- the Energy Regulator presenting to the Board and agreed to declare this again in the introduction to this item. The Chief Executive noted that his son has been recently employed with PWC. The Board noted these potential conflicts but these were deemed unlikely to be significant, based on the agenda.

2. CORPORATE PLAN

The Chairman welcomed Martin Robinson and Ciara Donnelly to the Board meeting. Donal Durkan introduced this item and referred Board members to the background information provided in their Board papers. Donal noted that the next Programme for Government (PFG) is likely to be in January 2017 and the Invest NI Corporate Plan has a unique opportunity to contribute to and inform this. He outlined the phases in the Corporate Planning Process and provided an overview of the key themes and issues that divisions across Invest NI had recently brought

forward in response to internal consultation. Donal explained that this Board discussion now provided Members with an opportunity to share their thoughts and experiences in relation to the priority high level strategic themes which they believe we should be addressing in our new Corporate Plan 2016-2020.

Board members suggested a range of key Strategic issues and shared their thoughts and ideas for further discussion around these.

Donal Durkan noted that the next phase of the Corporate Planning process will focus on pre-consultation and early engagement with key stakeholders.

The Board agreed that the January Strategy Away Day would provide the opportunity for further brainstorming and discussion on the above themes. It was suggested that it would be valuable for the Board to debate some of these areas in more detail in an informal environment for a half-day in advance of the January event.

The Board noted that the process of planning is critical to get real traction and the investment in time and effort to do this well represents time well spent. It was suggested that benefit could be gained from some further research including an overview of global megatrends, wider sectoral analysis, particularly in relation to ICT and skills availability, local opportunities and threats, global investment and market analysis, and PEST and SWOT analyses.

The Chairman noted the broad conclusions and thanked the Board and Executive for a useful start to this key process. The Chief Executive referred to the growing credibility of Invest NI and the opportunity to inform debate and lead change in the economy. He also noted the importance of working closely with DETI on this area in the months ahead.

The Chairman asked that ELT take account of the suggestions put forward by members and bring back a further proposal to the Board for discussion.

ACTION: DONAL DURKAN

3. CEO REPORT

The Chief Executive asked members to note his report to the Board. Members discussed the delivery of caseworks in this period and noted a number of lessons to be learnt. Mel Chittock noted that a Transform team are looking at Casework procedures and will capture the learning points.

The Board discussed the challenges in engaging with the education sector and the careers pipeline in support of the needs of the economy.

OFFICIAL – SENSITIVE – COMMERCIAL

The Chief Executive gave a presentation on the Key Strategic Objectives for the organisation, which the Board had requested. The Board noted these and it was agreed that updates would be presented to the Board on a quarterly basis.

Board members requested that lessons learned from recent Caseworks should be captured in the End to End Transform Project. **ACTION: MEL CHITTOCK**

The Board noted the importance of communicating the success and setting expectations for the period ahead. Peter Harbinson agreed to consider press coverage regarding the very positive Invest NI results.

4. TARGET UPDATE (2015 to 2016)

The Chief Executive noted that the Department had requested a revised forecast of Programme for Government targets for this year and for 2015/16. Following a presentation on recent performance and prospects for the future, the proposed new targets were agreed for the rest of the PfG period.

The Chief Executive confirmed that jobs created figures would be presented to the Board half-yearly and it was noted that this would not impact on the targets.

5. FINANCE REPORT TO BOARD- BUDGET UPDATE

The Board noted the Finance Report.

Mel Chittock gave an overview of the Budget requirements for 2014 to 2015, including monitoring rounds. He outlined the range of proposed actions to meet the current budgetary pressures.

The Board asked that the Executive consider how any changes to the Budget could directly affect results going forward. **ACTION: MEL CHITTOCK**

6. PERMANENT SECRETARY- ANDREW MCCORMICK

The Board were joined by Andrew McCormick (Permanent Secretary, DETI), Chris Stewart and Eugene Rooney (Deputy Secretaries, DETI). The Chairman welcomed the guests and each member of the Board and the Executive Leadership Team introduced themselves and gave some information on their background.

Andrew McCormick thanked the Chairman for his invitation to meet the Board. He also thanked the Chief Executive for organising the Induction Programme, which had been very helpful. He noted that dealing with the current Budget issues was the most critical issue in the short term for him, but he also noted the importance of the role of Invest NI to the Executive and to the future of the NI economy. Corporation Tax and the recent review of NITB were also discussed..

OFFICIAL – SENSITIVE – COMMERCIAL

He noted that the Department and Invest NI had a good relationship and that he plans to work to keep this relationship healthy and strong. The Chairman agreed that DETI and Invest NI have worked very well together and invited the Permanent Secretary and his team to join the Board at their Strategic Planning session in January 2015.

The Board asked the Permanent Secretary and his team about the proposed budget cuts and the effects on the various departments. It was noted that the economy remains a top priority for the Executive and for the DETI Minister. While , there would be a degree of pressure going forward and efficiency will be a key issue, Dr McCormick assured the Board of the continuing support from the Minister and the Department.

(The Chief Executive left the meeting at noon)

7. Energy Regulator

Jenny Pyper (Chief Executive of the Utility Regulator) joined the meeting with her colleague Kevin Shiels and Olive Hill, Invest NI.

She presented on the role of the regulator, their strategy and the pricing realities. Copies of the presentation were distributed to the Board.

The Chairman thanked Jenny and Kevin for joining the meeting. He noted his potential conflict and it was agreed that due to the anticipated high level of the discussion, no real conflict was likely; however, he agreed not to participate in the discussion.

Members discussed the issues raised by the Utility Regulator. The Board expressed their thanks to Jenny and Kevin for the clarity of the presentation and for the helpful discussion.

BREAK FOR LUNCH (1pm to 1.30pm)

(Mark Sweeney left at 1pm and rejoined at 1.45pm).

MEETING RECONVENED AT 1.30PM

MONTHLY REPORTING TO BOARD

8.1 MINUTES JUNE BOARD MEETING

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

8.2 MATTERS ARISING

The Actions table was reviewed and addressed.

The Chairman noted that the proposed Board Working Groups membership had been circulated on 1 August 2014 and was included with the Board papers. The Board agreed the membership of the Board Working Groups, subject to any further comments or suggestions to the Chairman

BOARD RESOLUTION: APPROVED

Peter Harbinson noted that the first meeting of the Board Alumni Group is scheduled for 8th September 2014.

Board members requested that the dates for the Board Strategy session in January should be agreed as soon as possible. **ACTION: MICHELLE MCBRIDE**

8.3 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson gave an overview of the paper to Board members. The Board noted a point of process and asked that where announcements are noted in the report that a footnote is included where necessary to state that this would be subject to the approval of the Casework Panel.

8.4 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report. The Chairman congratulated the Executive on the positive outcome and again thanked the members of the Board who had sat on Casework Panels.

8.5 AUDIT AND RISK COMMITTEE (ARC) MINUTES

Members were asked to note these minutes. The Chair of the Board Audit Committee, Gerry McGinn, gave an update on committee matters.

9. REVIEW OF NITB

Donal Durkan presented the key recommendations of the Review of the Northern Ireland Tourist Board (NITB) and of the wider Tourism Structures. He provided information on the joint working currently ongoing between Invest NI and NITB. He noted that the Competitive Positioning group chaired by the Chief Executives of Invest NI and the NITB were working on the vision for the NI brand. Donal stated that there is an opportunity for Board Members to be involved.

OFFICIAL – SENSITIVE – COMMERICAL

The Board discussed the issue of seeking to manage perceptions via social media.

(Rose Mary Stalker left at 2.15pm).

Donal Durkan agreed to circulate the NITB review presentation to Board members. **ACTION: MICHELLE MCBRIDE**

10. CHAIRMAN'S BUSINESS

The Chairman noted that he had met with the DETI Permanent Secretary and attended a Task and Finish group meeting in this period. He thanked Debra Lange for her input to the tax debate.

11. AOB

Donal Durkan agree to provide a further update on Corporation Tax at the next Board meeting. **ACTION: DONAL DURKAN**

Board members noted that Chris Conway, newly appointed Chairman of NI-CO, will attend the next Board meeting. **ACTION: DAMIAN MCAULEY**

12. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 24 September 2014 at 1pm, in Invest NI Headquarters.

The Board Meeting ended at 2.35pm.

ONE HUNDRED AND EIGHTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 25 SEPTEMBER 2014, INVEST NI HEADQUARTERS

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Peter McNaney
Rose Mary Stalker

Gerry McGinn
Ken Nelson
Scott Rutherford
Judith Totten
Mark Nodder

Mark Sweeney joined the meeting via telephone from 3.00pm
Padraig Canavan noted that he had to leave the meeting at 3.15pm.

Apologies: Dr Gerard O'Hare and Peter Harbinson offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Donal Durkan, Brian Dolaghan, Jeremy Fitch, Barry McBride, Bill Scott and Damian McAuley

Minute Taker: Michelle McBride

1. BUDGET UPDATE

The meeting commenced at 12.45pm.

The Chief Executive provided an update on the current Budget issues. The Board discussed the challenges and agreed a number of actions.

The full paper sent to Minister Foster regarding Budget issues to be circulated to Board members. **ACTION: MEL CHITTOCK**

The Chairman and members of the Board agreed to set-up a meeting with Minister Foster regarding Budget issues. **ACTION: MEL CHITTOCK**

The Executive team to agree a key issues note regarding the Budget and this will be circulated to Board members. Also, they will consider if this note should be circulated to members of the Board Alumni Group. **ACTION: MEL CHITTOCK**

The Board noted potential conflicts as some members have company interests that may be impacted by the Budget issues.

Members also discussed the potential impact of Corporation Tax.

2. APOLOGIES & DECLARATIONS OF INTEREST

The Chairman welcomed Chris Conway, Chairman of NI-CO who, it was agreed, would sit in as an observer at the Invest NI Board twice per year.

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Padraig Canavan noted a potential conflict relating to CultureTECH 2014 mentioned in the Chief Executive's report. The Board noted this potential conflict but this was deemed unlikely to be significant, based on the agenda.

3. MONTHLY REPORTING TO BOARD

3.1. MINUTES

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

3.2. MATTERS ARISING

The Actions table was reviewed and addressed.

Damian McAuley agreed to arrange individual induction for members who missed any of the sessions. **ACTION: DAMIAN MCAULEY**

The Board will meet for a half day Corporate Planning process session- date to be confirmed. All information regarding this session will issue in advance. **ACTION: DONAL DURKAN**

Mel Chittock noted that lessons learnt from recent caseworks are an ongoing issue which will be captured in the End to End Transform project.

Board Strategy Away Day was agreed as 21 and 22 January 2015.

Invest NI is to submit a formal response to the consultation on the review of the NI Tourist Board. **ACTION: DONAL DURKAN**

Donal Durkan updated Board members regarding Corporation Tax. He noted one issue upon which HMT was still in discussion with the European Commission.

The Chairman referred members to the notes from his and Chief Executive's lunch with former Board members on 8 September 2014. He stated that there had been a great desire to help both from those in attendance and those who had been unable to attend. All former Board members agreed the importance of recognising the current Board's position. The Board discussed whether former Board members could undertake a wider supporting role and their input to the Corporate Plan should be sought.

3.3. CEO REPORT

The Chief Executive asked members to note his report to the Board. He gave further information on the Balanced Scorecard and noted the ongoing work on the Exports position.

The Chief Executive presented the Current Board Priorities. Members discussed exports, resources and the sub regional agenda.

The Chief Executive provided an update regarding the Ministerial visit to the UAE, including the NI Connections Dubai event.

Judith Totten had joined the Chief Executive's lunch with the Food sector on the 10 September 2014. She noted that there was a healthy debate at this event and that the guests has provided useful feedback.

Mel Chittock provided an update on Air Route Development and Routes Conference.

3.4. FINANCE REPORT TO BOARD

The Board noted the Finance Report.

3.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Members were asked to note this Report.

3.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

ITEMS FOR DISCUSSION

4.1 NI-CO CHRIS CONWAY, CHAIRMAN & GRAEME MCCAMMON, CEO

Chris Conway, Chairman NI-CO, thanked Board for inviting him to attend.

Graeme McCammon, CEO NI-CO, presented to the Board. He detailed NI-CO's background and their current activities.

The Board discussed the potential for younger civil servants or secondees from Invest NI to participate in NI-CO activities.

(Mark Sweeney joined the Board meeting by telephone at this point.)

4.2 EFFECTIVENESS WORKING GROUP

OFFICIAL – SENSITIVE – COMMERCIAL

Rose Mary Stalker presented the findings and the plans of the Effectiveness Working Group to the Board. It was noted that the group set out to develop a greater sectoral understanding, looking at the sectors, costs and match to the skills available. The group noted the need for more comparative analysis, which is difficult as no UK regions have all of the data available.

The Board discussed how the End to End Transform process could contribute to the work of the Effectiveness Working Group. They noted that the Customer Service Excellence work also feeds into the work of the group.

The next stage of sectoral analysis and timelines for completion to be agreed at the next Working Group meeting. The output of the Effectiveness Working Group to feed into the Corporate Planning process. **ACTION: DONAL DURKAN**

(Padraig Canavan left the meeting).

4.3 REPORT FROM AUDIT AND RISK COMMITTEE

The Chairman of the Audit and Risk Committee (ARC), Gerry McGinn, updated the Board on the committee's meeting, held before the Board meeting. He noted that new members Peter McNaney and Scott Rutherford attended this meeting. The committee discussed the Management letter, the year end accounts process and a self assessment which would be carried out before the year end.

Gerry McGinn, Chair of ARC, will write to Chairman re Management letter issues and the Chairman will then consider what further action maybe appropriate.

ACTION: CHAIRMAN/GERRY MCGINN

4.4. CHAIRMAN'S BUSINESS

Chairman asked Board member's to consider the request from Matrix for members to join the group. **ACTION: CHAIRMAN**

Donal Durkan to consider Matrix input to the Corporate planning process.

ACTION: DONAL DURKAN

5. AOB

None to note.

6. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 29 October 2014 at 12.15pm, in the Glenavon Hotel, Cookstown.

The Board Meeting ended at 3.35pm.

ONE HUNDRED AND NINETEENTH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 29 OCTOBER 2014, GLENAVON HOTEL, COOKSTOWN

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Peter McNaney
Dr Gerard O'Hare

Gerry McGinn
Ken Nelson
Scott Rutherford
Judith Totten
Mark Nodder

Apologies: Rose Mary Stalker, Mark Sweeney and Mel Chittock offered apologies for this meeting.

In Attendance: Alastair Hamilton, Amanda Braden, Peter Harbinson, Donal Durkan, Brian Dolaghan, Jeremy Fitch, Barry McBride, Bill Scott and Damian McAuley

Minute Taker: Michelle McBride

1. DEL PRESENTATION

The meeting commenced at 14.15pm.

The Chairman welcomed Catherine Bell and Michael Gould from the Department for Employment and Learning (DEL), John Healy from CITI (representing the ICT Employer Board) and Niall Casey, director of Invest NI Skills & Strategy Solutions. A copy of the "Securing our Success: The NI Strategy on Apprenticeships". was circulated to Board members.

Jeremy Fitch gave a brief introduction to this item and Catherine Bell presented on "Tackling the Skills Challenge Together". She outlined the challenges faced relating to Skills in NI, the overarching strategy and the future policy priorities. She asked the Board to be aware of the proposed Budget cuts and how this would impact the Skills strategy.

Niall Casey presented on the advances in Skills support, in relation to the Invest NI Corporate Plan. Michael Gould presented on ICT, an example of joint delivery and gave information on Minister Farry's ICT working group.

John Healy presented on Collaborative networks and the importance of engagement with the sector in relation to Skills. He provided an update on the Align IT programme.

OFFICIAL – SENSITIVE – COMMERCIAL

Board members were given the opportunity to ask any questions. Members noted the importance of engaging with school Principals (at both primary and secondary level) and Careers advisors. The Board discussed the literature regarding the labour market and noted that improving this literature and ensuring that it is widely available would be part of the Skills strategy.

The Chairman thanked Catherine, Michael, John and Niall for presenting to the Board. They then left the meeting.

2. APOLOGIES & DECLARATIONS OF INTEREST

Apologies as noted above. The Chairman asked members to declare any conflicts of interests relating to today's agenda, there were none to note.

3. MONTHLY REPORTING TO BOARD

3.1. MINUTES

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

3.2. MATTERS ARISING

The Actions table was reviewed and addressed.

Damian McAuley confirmed that all Board members have now received in-house induction training.

The half day Corporate Planning process session has been agreed for the afternoon of the 11 December in Malone Golf Club, all information will issue in advance from Donal Durkan.

It was noted that Invest NI submitted a formal response to the consultation on the review of the NI Tourist Board on 30 September 2014.

The NITB and INI Chairmen, Chief Executives and Board members meeting to be agreed by December. **ACTION: DONAL DURKAN**

Board member(s) to be appointed to replace Roy Adair on that group. **ACTION: CHAIRMAN**

Donal Durkan updated the Board regarding the meeting of the Effectiveness Working Group held on 21 October. He confirmed that this work will be linked to the Corporate Plan Working Group going forward.

The Chair of the Audit and Risk Committee (ARC), Gerry McGinn updated on the progress regarding the management letter issues. The Chief Executive agreed to follow up with David Sterling regarding this. **ACTION: CHIEF EXECUTIVE**

OFFICIAL – SENSITIVE – COMMERCIAL

The Chairman confirmed that Brian Baird has agreed to become a member of Matrix and noted that Scott Rutherford is also on this committee.

Donal Durkan stated that he will meet with Bryan Keating regarding Matrix input to the Corporate Plan.

3.3. CEO REPORT

The Chief Executive asked members to note his report to the Board.

He presented the Mid Year Performance Review, in advance of his presentation to the ETI Committee in November.

A copy of the new Invest NI PMI (Purchasing Managers' Index) was circulated to Board members. It was noted that the Invest NI Economist David Roberts will publish this quarterly. The next PMI Index to be circulated to the Board when available.

ACTION: DONAL DURKAN

The Chief Executive presented the Key Performance Indicators, which were noted by the board.

The Board asked if a single view and the potential relationships could be presented for Jobs Promoted, Jobs Created and net employment change in Account Managed Business together with the summary findings of the Purchasing Managers Index (PMI). **ACTION: DONAL DURKAN**

The Chief Executive updated the Board regarding the Invest NI focus on National Customer Service week. He noted that the organisation would be informed of the outcome of the Investors in People (IIP) assessment in November and confirmed that the "Great Place to work" assessment would be considered in the period ahead.

Deborah Lange provided an update on Corporation Tax. She noted that DETI, DFP, OFMDFM and the Invest NI team are working on this issue. The Chairman noted that the EAG raised the importance of ensuring there are experts available in this area. The final proposals should be made available in the near future, March 2015 is the tentative date for approval and April 2017 for roll-out.

Donal Durkan and the Corporation Tax Board Sub Group (Deborah Lang, Brian Baird and Mark Sweeney) will work on this issue.

Ken Nelson asked for an update regarding JTI Gallaher's. The Chief Executive and Brian Dolaghan noted that Minister Foster has met with the company and Invest NI will continue to work close with the company.

OFFICIAL – SENSITIVE – COMMERCIAL

The Board noted that the Strategy Away Day will be held in Ballymena and agreed to consider engagement in Ballymena with all the relevant stakeholders.

ACTION: CHAIRMAN AND CHIEF EXECUTIVE

The Chief Executive provided a Budget Update. He outlined the current position and he gave details of the 2015/2016 position.

ITEM 4.1 TARGETS REVIEW BROUGHT FORWARD

The Chief Executive referred the Board to Paper 8 and presented the Targets review. He noted that the focus would be on rebuilding the Work in Progress pipeline. The Chairman agreed with this as the way forward. The Chief Executive went through each chart and there was some specific discussion regarding Exports.

BOARD RESOLUTION: Agree the proposed changes to the target levels and the need to manage the budget implications: AGREED

The Board noted the importance of managing expectations with the ETI Committee in light of the budget implications.

Executive team to consider producing more detail on the importance of DEL's input on skills to the work of Invest NI in FDI and sector development. **ACTION: JEREMY FITCH**

3.4. FINANCE REPORT TO BOARD

The Board noted the Finance Report.

3.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson provided an update on the report.

3.6 CASEWORK REPORT TO THE BOARD

Members were asked to note this Report.

3.7 AUDIT & RISK COMMITTEE MINUTES

Members were asked to note these minutes.

ITEMS FOR DISCUSSION

4.2 CORPORATE PLANNING PROCESS UPDATE

Donal Durkan confirmed that that Effectiveness Board working group and the Corporation Tax Board working group will input to the Corporate Planning process. He will consider how the Board Alumni can input to the process. The lessons learnt from consultation with peers would be taken into account. The Board also drew attention to the need to focus on sectors with the greatest opportunities, need for more joined-upness across government and the importance of a more specific focus on exports.

4.3 CHAIRMAN’S BUSINESS

The Chairman provided an update on the EAG meeting held on 13 October 2014. He noted that the group had discussed Corporation tax and identified future topics for the group going forward. The Chairman hosted a dinner for Boeing and Alenia on 28 October in the Titanic Building.

The Chairman and the Board noted that this was Barry McBride’s last Board meeting. They thanked him for his work as head of International Business and wished him well in his new role.

5. AOB

None to note.

6. DATE OF THE NEXT BOARD MEETING

The next Board meeting will be held on 26 November 2014, in the Invest NI Newry office.

The Board Meeting ended at 5.00pm.

ONE HUNDRED AND TWENTIETH MEETING OF THE INVEST NORTHERN IRELAND BOARD ON 26 NOVEMBER 2014, INVEST NI NEWRY OFFICES

Present:

Invest NI Board

Mark Ennis (Chairman)
Brian Baird
Padraig Canavan
Deborah Lange
Peter McNaney
Dr Gerard O'Hare

Gerry McGinn
Ken Nelson
Scott Rutherford
Judith Totten
Mark Nodder
Mark Sweeney

Apologies: Rose Mary Stalker

In Attendance: Alastair Hamilton, Amanda Braden, Mel Chittock, Donal Durkan, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Bill Montgomery, Bill Scott and Damian McAuley

Minute Taker: Michelle McBride

1. APOLOGIES & DECLARATIONS OF INTEREST

Apologies as noted above. The Chairman asked members to declare any conflicts of interests relating to today's agenda. Scott Rutherford noted that he had potential conflicts relating to Almac, Queen's University and Path Excel referred to in the Chief Executive's report and Seagate and Catagen, referenced in the Casework report. These conflicts were noted but deemed unlikely to be significant, based on the agenda.

The Chairman welcomed Bill Montgomery, currently acting as the Executive Director of International Business.

Members noted that the papers for the Corporate planning session will be issued in Thursday 4 December.

2. MONTHLY REPORTING TO BOARD

2.1. MINUTES

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

2.2. MATTERS ARISING

The Actions table was reviewed and addressed.

OFFICIAL – SENSITIVE – COMMERCIAL

The NI Tourist Board and Invest NI Chairmen, Chief Executives and Board members have agreed to meet on 17 December 2014.

Donal Durkan confirmed that the PMI Index was circulated to the Board on 7 November and it will be published in due course.

The Chief Executive updated members regarding the possible engagement with JTI stakeholders. He noted that the company management team are currently engaging with the unions. He agreed to inform members if and when it would be appropriate for the Board to meet with representatives from the company.

ACTION: CHIEF EXECUTIVE

2.3. CEO REPORT

The Chief Executive asked members to note his report to the Board.

He updated on his presentation of the mid year results to the ETI Committee.

It was noted that the Minister will need to submit a formal response regarding budget issues by 29 December.

The Chief Executive provided an update regarding Corporation tax and Deborah Lange provided some further information.

2.4. FINANCE REPORT TO BOARD

The Board noted the Finance Report. Mel Chittock provided an update and presented on the budget programme and budget analysis. The Board discussed the projections and the way forward.

3.1 MINISTER FOSTER MEETING THE BOARD (Brought forward)

The Chairman welcomed Minister Foster to the Board meeting. The Minister thanked the Board for inviting her to join their meeting and noted that this had been a very positive period for Invest NI. She congratulated the Board and the organisation on the mid year results. The Minister updated members on Corporation tax and budget issues. She noted the importance of Invest NI continuing to sell Northern Ireland.

Board members introduced themselves to the Minister and put forward a number of queries. They discussed the budgetary issues relating to the Invest NI advertising campaign, Corporation Tax, the sub-regional agenda, focus on medium sized companies and the importance of working with DEL regarding Skills. The Minister and the Board discussed the possibility of Invest NI hosting events for young people regarding skills and employment.

The Minister noted that Invest NI had great success in the area of Trade and Exports and she has supported this work. The Chief Executive stated that the organisation is keen to maintain the focus on exports and agreed there is a need to work smarter in light of budget issues. The Minister updated on the proposal for a Department for the Economy. Minister Foster noted that she is currently considering the Hunter Review relating to the Northern Ireland Tourist Board and she will make an announcement regarding this before Christmas.

The Minister congratulated NI Connections on its work and provided information regarding her involvement in recent events. She stated that it would be very useful for the Board members to participate in the NI Connections events.
ACTION: Andrew Cowan

The Chairman thanked Minister Foster for taking the time to meet with the Board and the Executive Leadership team.

(The Minister left the meeting at 3.30pm)

2.5 MARKETING AND COMMUNICATIONS REPORT TO THE BOARD

Peter Harbinson provided an update on the report. He confirmed that the second quarter Customer Survey results were generally up on the first quarter. He updated on the workshops and confirmed the date for the Christmas reception as 18 December 2014.

2.6 CASEWORK REPORT TO THE BOARD

Board members noted the report.

ITEMS FOR DISCUSSION

3.2 Digital Engagement

Peter Harbinson introduced this item and Noyona Chundur joined the Board meeting to present the Digital Engagement Framework.

This detailed presentation was well received by the Board and the approach proposed was strongly endorsed as the way ahead for future digital engagement by Invest NI.

3.3 Property Report

Jeremy Fitch introduced this item and Sharon Keenan joined the Board meeting to present the Property Report.

Dr Gerard O’Hare noted a potential conflict of interest at this point, as he is a connected to the Belfast Harbour Commissioner, landlord of Invest Newry office and a property developer.

Members discussed the suggestions put forward in the presentation. The Board supported the progression as outlined and noted any relevant action will be subject to the normal approval process via casework.

3.4 Audit and Risk Committee

Gerry McGinn provided an update on the Audit and Risk Committee. He asked the Board to note the current states of the Internal Audit Service coverage of the IAS plan. The plan is behind schedule partly due to resource issue. It has been agreed that a new model of the schedule will be developed for next year.

Gerry McGinn gave an update on the Risk register. He agreed to present this the Board in detail on an annual basis. **ACTION: MEL CHITTOCK**

He noted that the Management Statement and Financial Memorandum (MSFM) is currently outstanding, the Chairman agreed to raise this at DETI and Invest NI debrief. **ACTION: CHAIRMAN**

PAPERS TO NOTE

4.1 INNOVATION STRATEGY

The Board members noted this paper. Scott Rutherford noted that this was an important contextual document. The Innovation Strategy will be discussed further as part of Corporate Planning process in December and January. **ACTION: DONAL DURKAN**

4.2 CHAIRMAN’S BUSINESS

The Chairman joined the Chief Executive’s lunch to discuss the Corporate plan on 7 November. He attended the ETI Committee meeting and media briefing regarding the Mid Year results with the Chief Executive on 11 November.

5. AOB

None to note.

6. DATE OF THE NEXT BOARD MEETING

The next Board meeting and the Board Strategy Away day will be held on 21 and 22 January, in the North Eastern region.

The Board Meeting ended at 5.00pm.