

**INVEST NORTHERN IRELAND BOARD MINUTES 2015**

**January 21, 2015**

**February 25, 2015**

**March 25, 2015**

**April 22, 2015**

**May 27, 2015**

**June 25, 2015**

**August 26, 2015**

**September 23, 2015**

**October 28, 2015**

**November 25, 2015**

**OFFICIAL – SENSITIVE – COMMERICAL**

**ONE HUNDRED AND TWENTY-FIRST MEETING OF THE INVEST  
NORTHERN IRELAND BOARD ON 21 JANUARY 2015, TULLYGLASS HOTEL**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Ken Nelson

Brian Baird

Scott Rutherford

Padraig Canavan

Rose Mary Stalker

Deborah Lange

Judith Totten

Peter McNaney

Mark Nodder

Gerry McGinn

Mark Sweeney

**Apologies:** Dr Gerard O'Hare

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

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 8.30am.

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 Queen's University referred to in the Casework report. These conflicts were noted but deemed unlikely to be significant, based on the agenda.

The Chairman thanked the Board for facilitating an early start to the meeting and asked Charles Hamilton to inform members of housekeeping issues regarding the venue.

## 2. MONTHLY REPORTING TO BOARD

### 2.1. MINUTES

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

### 2.2. MATTERS ARISING

The Actions table was reviewed and addressed.

The Board to engage with companies and stakeholders in Ballymena in February. **ACTION: BRIAN DOLAGHAN**

Andrew Cowan of NI Connections will present to the Board in March.

The Risk Register will be presented to the Board in February.

MSFM final charges were sent to DETI in December, almost completed.

### 2.3. CEO REPORT

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

He noted Invest NI's CSE success and thanked board members who attended the CSE lunch with staff on 8 January 2015.

He presented the performance update for Quarter 3 and gave further information in the Corporate Scorecard.

Chief Executive agreed to provide detailed analysis and benchmarking of the Employee Engagement to be presented to the Board in April. **ACTION: PETER HARBINSON**

**OFFICIAL – SENSITIVE – COMMERICAL**

The Chief Executive provided information regarding the budget situation and noted that this would be discussed further during the Board workshop.

The Board queried the Exports target and they discussed the issues regarding measuring Exports. It was noted that this would be discussed further as part of the Effectiveness Working Group.

**2.4. FINANCE REPORT TO BOARD**

The Board noted the Finance Report. Mel Chittock provided an update.

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

Peter Harbinson provided an update on the report.

**2.6 CASEWORK REPORT TO THE BOARD**

Board members noted the report.

**3. CHAIRMAN'S BUSINESS**

The Board congratulated the Chairman on his re-appointment as Invest NI Chairman.

**4. AOB**

The Chairman provided further information regarding the Life Sciences Hub.

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

The next Board meeting will be held on the 25 February, venue to be confirmed.

The Board Meeting ended at 9.30am.

**ONE HUNDRED AND TWENTY-SECOND MEETING OF THE INVEST  
NORTHERN IRELAND BOARD ON 25 FEBRUARY 2015, INVEST NI HQ**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Ken Nelson

Brian Baird

Scott Rutherford

Padraig Canavan

Rose Mary Stalker

Deborah Lange

Dr Gerard O'Hare

Peter McNaney

Mark Sweeney

Gerry McGinn

**Apologies:** Mark Nodder, Judith Totten, Brian Dolaghan and Bill Scott

**In Attendance:** Alastair Hamilton, Amanda Braden, Mel Chittock, Donal Durkan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds and Damian McAuley

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1pm.

Apologies as noted above. The Chairman asked members to declare any conflicts of interests relating to today's agenda. Padraig Canavan noted that he had a potential conflict as he is Chairman of Hunters and Scott Rutherford noted that he had potential conflicts relating to Queen's University, both referred to in the Chief Executive's report. Dr Gerard O'Hare and Rose Mary Stalker noted involvement with the Prince's Trust and Rose Mary also noted her connection to

the Science Park, both referenced in the Board papers. These conflicts were noted but deemed unlikely to be significant, based on the agenda.

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

### **2.1. MINUTES**

The minutes of the January Board meeting and the Strategy workshop were agreed, with one minor amendment, as a true record of the meetings.

### **2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

The Chairman, the Chief Executive, Mark Nodder, Brian Dolaghan and available members of the Board will engage with companies and stakeholders in Ballymena in March/April. Brian Dolaghan agreed to confirm details of this meeting. **ACTION: BRIAN DOLAGHAN**

### **2.3. CEO REPORT**

The Chief Executive asked members to note his report to the Board. He gave an overview of the Corporate Scorecard.

The Chairman thanked the Executive Leadership Team on behalf of the Board for these excellent results.

The Chief Executive presented a summary of the Programme for Government (PFG), Scorecard and Draft Operating Plan. The Chairman noted that papers had been provided to the Board and these were taken as read, and that most targets would be achieved.

**OFFICIAL – SENSITIVE – COMMERCIAL**

The Board discussed the exports target of 20% and the importance of engaging with DETI and others to ensure that agreed targets were appropriate to Invest NI's role.

The Board debated whether the Scorecard targets (particularly those related to customer/stakeholder) need to continually move or as they are at a higher level the targets should remain at the current level. The Chief Executive agreed to provide more analysis of this issue when he has the final outturn. **ACTION: CHIEF EXECUTIVE**

The Board and the Executive Leadership Team discussed the Performance section.

The Chief Executive updated the Board on the key areas of Jobs promoted, Jobs created, Skills and Exports. The Board agreed that there should be no target in relation to jobs created and that while jobs created should be available for reporting, they should not appear on the scorecard (as they are not target-based).

**BOARD RESOLUTION:**

The Board endorsed the PFG, Scorecard and Operating Plan targets and noted the move by DETI to reduce the number of targets.

**2.4. FINANCE REPORT TO BOARD**

The Board noted the Finance Report. Mel Chittock provided an update.

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

Peter Harbinson provided an update on the report. He noted that the Quarter 3 Survey was in the report and gave the Board an update on recent activities.

He agreed to look at why Account Managed figure differs from Regional Business in the Quarter 3 Survey. **ACTION: PETER HARBINSON**

He confirmed that the Invest NI Staff Conference would be held on the morning of 12 May 2015.

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

Board members noted the report. Jeremy Fitch updated the Board regarding the Property Overhang fund.

## **3. DISCUSSION**

### **3.1 CORPORATE PLAN**

Donal Durkan presented an update regarding the corporate planning process.

The Chairman asked that a briefing document on the Corporate Plan is prepared and circulated to a target audience, such as, councils, political and economic advisors, the ETI Committee and the business bodies. The Board also emphasised the importance of early communication to staff. It was noted that a communication plan should be prepared to assist this. **ACTION: DONAL DURKAN AND PETER HARBINSON**

Donal Durkan confirmed that the presentation would be added to the Board website. **ACTION: DONAL DURKAN**

### **3.2 CORPORATION TAX**

Donal Durkan introduced the presentation regarding Corporation Tax and the Chief Executive provided further information to the Board. The importance of setting rate of the tax and the date for implementation was noted.

### **3.3 REGIONAL MINISTERIAL TASK FORCE**

The Chief Executive provided an update to the Board on the initial focus of the Taskforce which was on the North- West Region.

### **3.4 REGIONAL SUB GROUP UPDATE**

Oonagh Hinds presented an update to the Board and Dr Gerard O'Hare provided information on the meeting of the sub group held on 9<sup>th</sup> February 2015 in the Invest NI Omagh office. It was noted that Invest NI is a statutory partner for all of the councils.

It was suggested that the sector review should feed back into the work in the regions. **ACTION: DONAL DURKAN AND OONAGH HINDS**

### **3.5 REPORT FROM AUDIT & RISK COMMITTEE (INC RISK REGISTER)**

Gerry McGinn provided an update on the 25<sup>th</sup> February Audit and Risk Committee meeting. He noted that the minutes of this meeting would be circulated with the March Board papers.

He provided an assurance to the Board that the Internal Audit plans for 2014/15 should provide adequate coverage for the needs of the Accounting Officer and met the requirements and concerns of the Audit and Risk Committee. The Risk Register and the results of the committees Self-Assessment would be shared at the March Board meeting at which a Risk Workshop would be held. **ACTION: DAMIAN MCAULEY**

The Chairman thanked Gerry McGinn, who was now standing down as Chair of the Audit and Risk committee and Mel Chittock for their leadership of the Audit and Risk Committee.

**4. CHAIRMAN'S BUSINESS**

The Chairman noted that he presented at the Management Month event, with Brian Baird and Peter McNaney. He attended a dinner for the opening of Alexander Mann's new offices on 4<sup>th</sup> February and he welcomed the Pearson Group on 16<sup>th</sup> February. The Chairman gave took part in interviews with the BBC and Agenda NI.

The Chief Executive noted the positive feedback received regarding the Management Month event and thanked the Chairman and the Board members involved.

**5. AOB**

Jeremy Fitch noted that the Accelerator procurement process is ongoing. He provided an update on the Precision Medicine bid.

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

The next Board meeting will be held on the 25<sup>th</sup> March, in Coleraine, venue to be confirmed.

The Board Meeting ended at 4.20pm.

ONE HUNDRED AND TWENTY-THIRD MEETING OF THE INVEST  
NORTHERN IRELAND BOARD ON 25 MARCH 2015, THE LODGE HOTEL,  
COLERAINE

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Ken Nelson

Brian Baird

Mark Nodder

Padraig Canavan

Scott Rutherford

Deborah Lange

Rose Mary Stalker

Peter McNaney

Dr Gerard O'Hare

Gerry McGinn

Judith Totten

**Apologies:** Mark Sweeney (Note: Mark was keen to join the Board meeting by conference call or video link, but this was not possible at the venue).

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

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.45pm.

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

**2. MONTHLY REPORTING TO BOARD**

## **2.1 MINUTES**

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 Board's engagement with stakeholders in Ballymena has now been agreed for 17 April.

It was noted that the Corporate Plan process will be discussed with the Minister in April. The communication plan will be considered after this and discussed with the Board. **ACTION: CHIEF EXECUTIVE**

Oonagh Hinds agreed to ensure that ongoing work with councils on Community Planning will include assisting them to improve their attractiveness for FDI. **ACTION: Oonagh Hinds**

## **2.3 CEO REPORT**

The Chief Executive asked members to note his report to the Board. He gave an overview of the Corporate Scorecard.

The Chief Executive provided information on the Claims targets. The Board noted the improvement in this area and thanked Mel Chittock and his team.

The Chief Executive noted that copies of the signed Management Statement Financial Memorandum had been circulated to Board members and to the Executive Leadership team.

The Chairman and the Board congratulated the Executive Leadership Team on these excellent results.

The proposed changes to Government Departments and how these could potentially impact Invest NI were discussed.

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

The Board noted the Finance Report. Mel Chittock provided an update.

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

Peter Harbinson provided an update on the report.

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

The Board noted this report. In response to a query from the Chairman, Brian Dolaghan provided further information regarding the First Source Financial amendment detailed in the report.

#### **2.7 AUDIT & RISK COMMITTEE MINUTES**

Gerry McGinn (Chairman of the Audit and Risk Committee) asked Board members to note the minutes in their Board papers of the last committee meeting, held on 25 March. He provided an update on the Self- Assessment carried out by the Audit and Risk Committee and he gave details of the Action Plan.

The Chairman thanked Gerry McGinn for his leadership in chairing this committee.

Gerry McGinn provided an update on the Access to Finance Committee meeting which was held before the Board meeting. It was confirmed that plans were in place to formalize reporting to the Board by sub-committees and working groups.

### **3. DISCUSSION**

#### **3.1 RISK MANAGEMENT WORKSHOP**

Keith Millar, Invest NI Risk Manager, joined the Board meeting. He gave a presentation on the Risk Management Strategy and Policy and the Risk Registers.

The Board raised some queries and there were a number of actions.

- Further explanation on how 'best practise' is determined, should be added to the Risk Strategy document
- Consider if an 'emerging Risk Register should be developed
- Clarify the definitions of and the delegations to risk-'project owner' and 'process owner'

**ACTION: DAMIAN MCAULEY**

#### **3.2 BOARD INDUCTION**

Damian McAuley presented the review of the Board Induction process.

The Board welcomed the training received to date, however it was noted that members have had trouble accessing the Skillstore online training.

Members requested that the following actions are completed.

- Half day follow-up Induction session for Board members, date to be agreed
- An update on the "End to End Process" Project to be included as part of Induction session or brought to the Board
- Provide an update on the work of Board sub committees and working groups

**OFFICIAL – SENSITIVE – COMMERICAL**

- Provide further information on confidentiality of information and clarity on what can and cannot be shared publicly
- Update on Invest NI's products & solutions (Jeremy Fitch)

**ACTION: DAMIAN MCAULEY & JEREMY FITCH**

**3.3 Employee Engagement Survey and Annual Customer Survey**

The Chief Executive presented the headline results of the Employee Engagement Survey and Annual Customer Survey. The Board noted the improvements in the results in both surveys and congratulated the Chief Executive and the Executive Leadership Team.

It was agreed that further details of the Employee Engagement Survey and the Customer Survey will be presented to Board. **ACTION: CHIEF EXECUTIVE & PETER HARBINSON**

**3.4 NI Connections**

Andrew Cowan joined the meeting to present to the Board regarding NI Connections. Andrew was congratulated on the progress made and was assured of the on-going support of the Board.

Bill Scott provided further information on how his team works with NI Connections.

**4. CHAIRMAN'S BUSINESS AND AOB**

The Chairman, Board and Executive Leadership Team thanked Gerry McGinn for serving as a Board member (from 1 April 2008 to 31 March 2015). Gerry thanked everyone and passed on his best wishes to the organisation.

The Board assessment evaluation will be circulated to Board members (for completion by 10 April). **ACTION: DAMIAN MCAULEY**

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

The next Board meeting will be held on the 22<sup>nd</sup> April, in Invest NI HQ

The Board Meeting ended at 4.35pm.

ONE HUNDRED AND TWENTY-FOURTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD ON 22 APRIL 2015, INVEST NI HQ

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Deborah Lange

Peter McNaney

Ken Nelson

Mark Nodder

Scott Rutherford

Rose Mary Stalker

Dr Gerard O'Hare

Mark Sweeney

Judith Totten

**Apologies:** None to note

Dr Gerard O'Hare joined the meeting by conference call (12.30pm to 3pm)

Ken Nelson left the meeting at 2.30pm

Peter McNaney joined the meeting at 1pm

Mark Sweeney joined the meeting at 2pm

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

Chris Conway, NICO, joined the meeting as an observer and to present to the Board.

**Minute Taker:** Michelle McBride

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 12.30pm.

Apologies as noted above. The Chairman asked members to declare any conflicts of interests relating to today's agenda. The Chairman, Scott Rutherford, Rose Mary Stalker and Ken Nelson had potential conflicts relating to Liberty IT, Queen's University and The Prince's Trust referred to in the Chief Executive's report. These conflicts were noted but deemed unlikely to be significant, based on the agenda.

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

### **2.1. MINUTES**

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

### **2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

The draft Outline of the Corporate Plan will come to the Board in June. **ACTION: DONAL DURKAN**

The Chairman and the Chief Executive are due to host a dinner in London on 28 April (organised by a previous Board member, John Brady) to seek input from members of the London Business Community to the Corporate Plan.

Oonagh Hinds provided an update on the Sub Regional activities. It was noted that Invest NI is very engaged in this issue.

The Chairman asked for consideration of an Emerging Risk Register for Invest NI (by May 2015). **ACTION: DAMIAN MCAULEY**

Damian McAuley thanked Board members for returning the Board Assessments, he noted that two were outstanding and asked that these are returned as soon as possible.

The Customer Survey to be presented to Board in May. **ACTION: BRIAN DOLAGHAN**

### **2.3. CEO REPORT**

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

The Chief Executive updated on the engagement with the stakeholders, council representatives and local politicians in Ballymena regarding JTI Gallagher's on 17 April. It was noted that the Chairman, Mark Nodder, Ken Nelson, Peter McNaney, Brian Dolaghan, Oonagh Hinds, Moira Loughran and representatives from DEL attended this meeting. The key topics discussed were land utilization, attracting FDI for the area, skills/training and Enterprise Zones.

The Chief Executive noted that he presented to the ETI Committee regarding Corporation Tax and Grade A Property on 21 April 2015.

He hosted a lunch with the Economist Forum on 15 April, Peter McNaney and Chris Stewart (DETI) attended.

The Chief Executive noted that the theme of the Staff conference (12 May) is Performance.

He confirmed that the Year End results will be published in mid May 2015.

**2.4. FINANCE REPORT TO BOARD**

The Board noted the Finance Report. Mel Chittock provided an update. He noted his thanks to all staff in achieving the End of Year results.

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

Peter Harbinson provided an update on the report.

**2.6 CASEWORK REPORT TO THE BOARD**

The Board noted this report.

**3. DISCUSSION**

**3.1 Year End Results & Final OPMR, final 15/16 Scorecard Targets**

The Chief Executive presented the Target Review Exercise and updated on the Scorecard.

The Chairman and the Board congratulated the staff of Invest NI on these excellent results and performance.

The Chairman and the Chief Executive agreed to discuss the most appropriate way to thank staff for their work in achieving the end of year results.

Peter Harbinson agreed to consider the best way to communicate these results externally (update in May). **ACTION: PETER HARBINSON**

The Board discussed and debated the targets put forward for 2015 to 2016. It was noted that the Economist Forum had pointed out that micro targets regarding Exports did not add value nor did they take account of wider impacts beyond the influence of Invest NI.

The Board asked that a footnote stating “subject to Budget” is included in the final Operating Plan (by May). **ACTION: MEL CHITTOCK**

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

The Chief Executive presented on relevant issues in the NI Party manifestos.

### **3.2 Employee Engagement Survey Action Plan**

Amanda Braden presented to the Board an overview of the results of the Employee Engagement Survey and the action plan for the year ahead.

It was suggested that Paula Wilson (Director of Wilson Sloan Consulting) should present to the Board regarding the Leadership Development Programme (scheduled for June). **ACTION: AMANDA BRADEN**

Leadership alignment was discussed. It was agreed that a chart depicting the proposed tiers of leadership structure to be circulated to Board (by May). **ACTION: AMANDA BRADEN**

The Board discussed secondment opportunities and development and progression within the organisation. The Executive team agreed to consider potential secondments for staff. **ACTION: AMANDA BRADEN**

Amanda Braden provided an update on the Customer Experience Day held on 21 April 2015. The Board discussed the possibility of a themed interaction of Non-Executives with Staff (such as the recent Leadership event, Corporation Tax event etc) by May. **ACTION: AMANDA BRADEN AND PETER HARBINSON**

The Board agreed the target relating to Performance, however they noted the importance of communicating the logic of how targets were agreed and asked

that a note was added by way of explanation by May. **ACTION: MEL CHITTOCK**

### **3.3 Chris Conway, NI-CO- Performance Update**

Chris Conway presented to the Board, he gave an overview of the current performance and future activities of NI-CO.

### **3.4 Corporate Plan Update**

Donal Durkan presented an update to the Board on the Corporate Planning process.

Board Members on the Effectiveness Working Group to be invited to the next meeting with the Economist Forum (date to be confirmed). **ACTION: DONAL DURKAN**

### **3.5 DETI Export Action Plan & Trade Alignment**

Bill Scott presented to the Board on the Export challenges and provided further information of the DETI Export Action Plan. He gave an overview of the Trade team structure and the changes taking place within the team.

It was suggested the Executive team should consider the recommendation in the DETI Export Action Plan for a 'First time Exporters' programme by September 2015. **ACTION: BILL SCOTT AND DONAL DURKAN**

The Board noted that they would like further information on the Gap analysis of Exports. It was suggested that a further update to the Board on how the changes detailed will impact on the Trade Strategy.

Update on the DETI Exports Action Plan and Invest NI's International Sales & Marketing Plan to come to the Board in due course by September 2015. **ACTION: BILL SCOTT**

**4. CHAIRMAN’S BUSINESS AND AOB**

The Chairman met the Australian Commissioner on 15 April 2015. He attended the Irish Times Innovation Awards on 17 April 2015.

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

The next Board meeting will be held on the 27 May in Montalto House, Ballynahinch.

The Board Meeting ended at 4.00pm.

**ONE HUNDRED AND TWENTY-FIFTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD 27 MAY 2015, MONTALTO HOUSE**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Rose Mary Stalker

Deborah Lange

Dr Gerard O'Hare

Peter McNaney

Mark Sweeney

Ken Nelson

Judith Totten

**Apologies:** Scott Rutherford, Mark Nodder

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

Charles Hamilton and Joanne Coyle joined the meeting to present to the Board

**Minute Taker:** Karen Hendrie

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 2.00pm

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

**2. MONTHLY REPORTING TO BOARD**

**2.1. MINUTES**

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 draft Outline of the Corporate Plan will come to the Board in June. **ACTION: DONAL DURKAN**

Chairman has discussed the Emerging Risk Register with Keith Millar, Carol Keery to update the Board (June). **ACTION: CAROL KEERY**

Peter Harbinson updated the board on the external communication of the End of Year results. The Chairman noted that the Communications team did a good job on managing the communication of these results and the associated press briefings.

Amanda Braden confirmed that an email was sent to board yesterday in relation to leadership alignment (Tue 26 May) with the change in communication flow explained and an organisation chart attached.

Paula Wilson (Director of Wilson Sloan Consulting) to present to the Board regarding the Leadership Development Programme (scheduled for August). **ACTION: AMANDA BRADEN**

**OFFICIAL – SENSITIVE – COMMERICAL**

Amanda Braden advised that consideration regarding potential secondments for staff is ongoing. Amanda will provide update to the board in August. **ACTION: AMANDA BRADEN**

Amanda Braden advised that action is ongoing around themed monthly interaction of Non-Executives with Staff (as Leadership event, Corporation Tax etc) and lists are currently being prepared for circulation in June. **ACTION: AMANDA BRADEN AND PETER HARBINSON**

The Board noted the importance of communicating the logic of how targets were agreed and asked that a note was added by way of explanation- Mel Chittock to circulate information on this to the Board by June. **ACTION: MEL CHITTOCK**

Economist Forum follow up meeting – Donal Durkan will follow up with Board members who were unable to attend the Effectiveness Working Group meeting. **ACTION: DONAL DURKAN**

Invest NI International Sales & Marketing Plan will be presented to the Board in September 2015. **ACTION: BILL SCOTT**

Bill Scott to present on DETI's Export Action Plan recommendation for a 'First time Exporters' programme in October's board. **ACTION: BILL SCOTT**

**2.3. CEO REPORT**

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

Jeremy agreed to follow-up with Deborah Lange regarding Start Planet NI website. **ACTION: JEREMY FITCH**

**OFFICIAL – SENSITIVE – COMMERICAL**

The Chief Executive provided an update on the Grade A Office Accommodation scheme. Jeremy Fitch advised that so far the scheme has received in excess of 15 expressions of interest and will begin accepting applications from June 2015.

The Chief Executive provided an update on the GREAT Campaign. He and Donal Durkan met with Conrad Bird the director of the GREAT Britain campaign in London on 21<sup>st</sup> May 2015 and advised the Board that four NI images will be carried as part of the campaign.

The Chief Executive thanked the Board for their attendance at the Staff Conference which took place on 12<sup>th</sup> May. He advised that both the new and outgoing DETI Minister had attended and that overall the feedback has been positive. However it has been noted that it did overrun in time. The theme of the Staff conference was Performance.

The Board provided positive feedback on the Staff Conference. Comment was made about lack of gender diversity amongst the presenters at this year's conference.

The Board requested an update on the NI Economic Development Branding steering group. Peter Harbinson advised that the steering group is due to meet on 12<sup>th</sup> June and it was agreed that Peter would provide an update and presentation to the Board at the June meeting: **ACTION: PETER HARBINSON**

The Board requested that the sector salaries and skills strategies be presented to the Board. Brian Dolaghan will present a paper to the Board in June as part of the CEO report. **ACTION: BRIAN DOLAGHAN**

**2.4. FINANCE REPORT TO BOARD**

The Board noted the Finance Report. Mel Chittock provided an update. He noted a change to paragraph 9 of the report in relation to the Bombardier Nacelle project bid.

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

Peter Harbinson provided an update on the report.

**2.6 CASEWORK REPORT TO THE BOARD**

The Board noted this report.

**2.7 BOARD AUDIT COMMITTEE UPDATE**

Deborah Lange provided a verbal update following the committee meeting which took place immediately prior to today's Board meeting. Full minutes of the meeting will be provided ahead of the next Board meeting in June.

Chairman requested that Mel Chittock follow-up with Helen Lennon (Secure Broadcast Ltd) regarding potential implications for NI companies relating to the 1921 Act. **ACTION: MEL CHITTOCK**

**3. DISCUSSION**

**3.1 Current Board Priorities**

The Chief Executive provided an update on the current Board priorities which are currently sitting at amber or red.

Brian Dolaghan is to present the Agri Food Strategy to the Board in November.

**ACTION: BRIAN DOLAGHAN**

Export Action Plan is to be presented to the Board in October. **ACTION: BILL SCOTT**

Amanda Braden updated the Board regarding the staff personal development fair held on 21 May 2015.

Oonagh Hinds has advised that an advertising approach has been agreed with the Councils. This item is to be updated from red to green on the Current Board Priorities tracker.

### **3.2 Update on European Funding (including briefing on New ICJ Programme)**

Jeremy Fitch presented to the Board an update on European Funding. He was joined by Charles Hamilton and Joanne Coyle.

Charles Hamilton updated on Invest NI's involvement in the different areas of EU funding administered and supported by Invest NI.

Joanne Coyle outlined in detail the funds available to Northern Ireland companies and the challenges they face in this process.

The Board asked that a simplified map providing an overview of the sources of European funds available to businesses be produced. **ACTION: JEREMY FITCH**

### **3.3 Customer Survey**

Brian Dolaghan presented to the Board, he gave an overview of the results from the Annual Customer Satisfaction Survey, and presented the Action Plan for 2015/16

**4. CHAIRMAN’S BUSINESS AND AOB**

The Chairman attended a screening of a Northern Ireland film produced by Cinemagic at the Cannes Film Festival. As a follow up, the Chairman plans to write to Northern Ireland Screen regarding the issue of film funding.

The Chairman and Deborah Lange met with the US Ambassador to Ireland Kevin O’Malley on 26<sup>th</sup> May 2015 at the US Consulate in Belfast.

The Chairman met with Liam Nagle, CEO Norbrook on 25<sup>th</sup> May 2015. Liam Nagle invited the Board to hold a meeting and stakeholder event at their premises. Carol will take forward and add this to the Board planner for 2016.

**ACTION: CAROL KEERY**

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

The next Board meeting will be held on the 25 June in Invest NI HQ, Belfast

The Board Meeting ended at 4.50pm.

ONE HUNDRED AND TWENTY-SIXTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD 25 JUNE, INVEST NI HQ

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Rose Mary Stalker

Deborah Lange

Dr Gerard O'Hare

Peter McNaney

Mark Sweeney

Ken Nelson

Scott Rutherford

**Apologies:** Judith Totten, Mark Nodder

**In Attendance:** Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Donal Durkan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Bill Scott, Carol Keery

Ken Nelson joined the Board at 2.15pm

Michelle McLoughlin and Katrina O'Dowd of the Finance team joined the meeting to discuss Annual Accounts and Report.

Caryn Topping joined the meeting to present to the NI Economic Development Branding to the Board.

**Minute Taker:** Karen Hendrie

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm

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

**2. MONTHLY REPORTING TO BOARD**

**2.1. MINUTES**

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

**2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

Amanda Braden provided an update on Non-Executives engagement with Staff and noted that Board members will be invited to present to staff as part of the Leadership Programme in the autumn. Invites are to go out to board members in the summer and Amanda will provide a further update at the August board meeting. **ACTION: AMANDA BRADEN**

Donal Durkan updated the board following the meeting of the Economist Forum which took place on Friday 19<sup>th</sup> June.

The Chief Executive met with Liam Nagle, CEO Norbrook on 17<sup>th</sup> June 2015 and accepted his invitation for Board to hold a meeting at their premises. Carol Keery will now add this to the Board planner for 2015/16. **ACTION: CAROL KEERY**

Mel Chittock provided an update regarding a point raised at last month's Board meeting in relation to the 1921 Act. Mel confirmed that the query raised relates to the 2013 Defamations Act and has written to the Department to request

additional information and will provide a final update to the Board in August.

**ACTION: MEL CHITTOCK**

Brian Dolaghan provided a paper outlining the NI Salary & Skills Availability Surveys. Rose Mary Stalker asked that this paper be discussed at the next Effectiveness Working Group. **ACTION: BRIAN DOLAGHAN**

### **2.3. EMERGING RISK REGISTER**

Carol Keery updated the board on the Emerging Risk Register.

Chairman has requested that an updated draft with emerging risks fully outlined be brought back to the Board in September for discussion. **ACTION: CAROL KEERY**

The Board would like to express their appreciation and thanks for the contribution of Keith Millar towards the effective operation of the Audit and Risk Committee. They would also like to wish Keith success in his future career.

### **2.4. CEO REPORT**

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

The Chief Executive provided feedback on his visit to Japan and the Japanese Embassy in London and the success of both visits. He noted the continued importance of promoting the Invest NI proposition.

The Chief Executive provided an update on absenteeism levels and the efforts the organisation is taking to proactively manage this including a focus on health and wellbeing activities and phased returns for staff.

The Chief Executive presented a Performance Update to the board and in particular noted the importance of rebuilding and rebalancing the jobs pipeline.

The Board requested that a summary of the NI Cost Comparison research report to be circulated to Board. **ACTION: BILL SCOTT**

**2.5. FINANCE REPORT TO BOARD**

The Board noted the Finance Report.

Mel Chittock provided an update on year end which is due to be finalised w/c 29<sup>th</sup> June.

**2.6. MARKETING AND COMMUNICATIONS REPORT TO THE BOARD**

Peter Harbinson provided an update on the report.

**2.7. CASEWORK REPORT TO THE BOARD**

The Board noted this report.

**2.8. BOARD AUDIT COMMITTEE MINUTES**

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

**3. DISCUSSION**

**3.1 Annual Accounts and Report**

Michelle McLoughlin and Katrina O'Dowd of the Finance team joined the meeting.

Deborah Lange introduced the Annual Report and Accounts. She congratulated the team and thanked them for their work.

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

**BOARD RESOLUTION: AGREED**

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

**3.2 Verbal Updates from the following Board Working Groups**

**Sub Regional**

Gerard O'Hare provided an update to the Board including an update on the successful Trade workshop which took place in May. Gerard noted that all Invest NI regional managers are fully engaged at a regional level with the councils and councils are currently developing their individual Economic Development Plans which currently have a 2016 timescale for completion.

Regional performance results for 2014/15 were published on 16 June and this has been followed up with council workshop event that took place on 25 June 2015 at which 10 of the 11 councils were present. General feedback from the audience was positive.

Oonagh Hinds agreed to share details of regional briefing with board members.

**ACTION: OONAGH HINDS**

**Effectiveness**

Rose Mary Stalker, Chair of the Working Group provided the Board with an update on the Effectiveness working group and highlighted a number of reviews underway.

The focus of the next Working Group will be on the Corporate Plan.

The Chair wished to thank Donal Durkan, Mel Chittock and their respective teams for their support and assistance to the Working Group.

**Access to Finance**

Peter McNaney provided an update on the Access to Finance Working Group.

Peter has taken over from Gerry McGinn as Chair of the group effective 1<sup>st</sup> April 2015.

Mike McKerr's was co-opted to the Working Group in January 13. This has been extended for a further two year period pending approval by the Permanent Secretary on 29<sup>th</sup> June 15.

Wilson Graham has been proposed for co-opting onto the Working Group and this is also pending approval by the Permanent Secretary on 29<sup>th</sup> June 15.

A query was raised around the availability of the Export Guarantee Scheme in Northern Ireland. Jeremy Fitch to provide an update at the next Access to Finance meeting. **ACTION: JEREMY FITCH**

**Competence Centres**

Mark Sweeney provided an update on the Competence Centres Working Group.

The Working Group has visited the Connected Health Innovation Centre (CHIC) and plan to visit the other 3 NI Competence Centres over the coming year.

Mark Sweeney outlined a number of challenges in this area, including the need for further collaboration and sustained industry engagement.

The Board queried if the private sector understand the importance of clusters and competence centres and if further work was needed in order to communicate what is available.

### **Corporation Tax**

Deborah Lange, Chair of the Working Group provided an update and discussed the likelihood of achieving a 2017 date for devolution of Corporation Tax.

The Chair advised that work was ongoing internally within the organisation regarding action to be taken post a rate and a date being confirmed.

She also provided an update on the current status of State Aid review.

### **3.3. NI Economic Development Branding**

Update presented to the Board by Peter Harbinson and Caryn Topping including feedback from steering group and next steps to be taken.

There was positive feedback from the Board.

### **3.4. Outline Corporate Plan**

Donal Durkan circulated an overview of the draft Business Strategy Document and asked that the Board's feedback focus on the following three questions:

1. Does this adequately reflect the direction of travel to date?
2. Is the emphasis on the strategic priorities appropriately balanced?
3. Are there any additional priorities or focus areas that need to be included?

Donal asked the board to note that this is an early draft of the document which provides a high level overview, and that this will be subject to further and ongoing change.

The Strategy document is to be considered at the next Effectiveness Working Group.

The Board also noted the importance of education and felt that it is important to consider education separate to skills in the plan. The Chairman also noted that education represents a significant export opportunity for Northern Ireland.

The revised Corporate Strategy document is to be discussed at the August Board Meeting. **ACTION DONAL DURKAN**

#### **4. CHAIRMAN’S BUSINESS AND AOB**

The Chairman provided the board with an update on his visit to Australia leading the Invest NI Trade Mission and advised that he had received positive feedback from the companies who participated in the mission.

The Chairman congratulated Mark Nodder on being awarded an OBE in the Queens’ Birthday Honours.

Carol Keery provided an update to the Board regarding personnel changes in the Invest NI Dubai office.

It was proposed that a total of 4 separate resolutions be considered by the Board in relation to the transferring of responsibility for Invest NI Dubai bank account and Trade license from the outgoing Regional Manager to the current Business Development Manager.

#### **BOARD RESOLUTION: AGREED**

The Board confirmed that it has no objection to the above resolutions upon which it has agreed.

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

The next Board meeting will be held on the 26 August in Invest NI HQ, Belfast

The Board Meeting ended at 4.00pm.

**ONE HUNDRED AND TWENTY-SEVENTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD 26 AUGUST 2015, INVEST NI HQ**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Rose Mary Stalker

Deborah Lange

Dr Gerard O'Hare

Judith Totten

**Apologies:** Mark Nodder, Peter McNaney, Ken Nelson, Scott Rutherford and Mark Sweeney, Martin Robinson

**In Attendance:** Alastair Hamilton, Amanda Braden, Mel Chittock, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Oonagh Hinds, Bill Scott, Carol Keery

John McClune joined the meeting to present on the End to End Project.

Paula Wilson, Wilson Sloan Consulting joined the meeting to present on the Leadership Development Programme.

**Minute Taker:** Collette McGuinness

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.00pm.

Apologies as noted above. The Chairman asked members to declare any conflicts of interests relating to today's agenda. Members declared the following Interests:-

Mark Ennis – Liberty Insurance

Padraig Canavan - CultureTECH 2015

Judith Totten – Aria/Libra Clothing Limited

Rose Mary Stalker – NISP Connect/NISP

The Board concluded that since there would not be any substantive discussion on any of the above declared interests no conflict of interest could be perceived.

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

### **2.1. MINUTES**

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

Subsequent to the meeting, it was pointed out that the name Wilson Graham (Page 6) should read Wilson Gillespie, under Section 3.2 Access to Finance.

### **2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

Amanda Braden provided an update on options for non-Executive engagement with staff participating on the Leadership Development Programme (Phase 2). She highlighted a number of opportunities in which Board Members' participation would be welcome. Invitations will be issued to each Board Member once dates have been confirmed. The Chairman welcomed this opportunity and requested that Amanda write directly to each Board Member requesting their participation on specific activities. **ACTION: Amanda Braden.**

Mel Chittock provided an update on discussions he has had with the Department in relation to Libel legislation. He reported that he would be meeting with DETI

and DFP in mid-September and that any material developments in the proposed legislation would be notified to the Board.

Deborah Lange queried the absence of two actions from the June Board minutes. These were:-

- A summary of the NI Cost Comparison research report.
- Productivity Model

The NI Cost Comparison report to be circulated to Board.

**ACTION: Brian Dolaghan**

Productivity – A Copy of the Effectiveness Working Group presentation including regional productivity comparisons to be circulated to Board.

**ACTION: Martin Robinson**

### **2.3. CEO REPORT**

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

The Chief Executive presented a Performance Update to the Board and in particular referenced performance in Customer Satisfaction, Absenteeism and Budget.

Amanda Braden provided an update on absenteeism levels and the efforts the organisation is taking to proactively manage this including a focus on health and wellbeing activities, the use of support services and phased returns for staff.

On the jobs target the Chief Executive reinforced that whilst we are in good shape to meet the overall target, there is a need to focus on the rebalancing jobs target that sits within this.

**OFFICIAL – SENSITIVE – COMMERICAL**

On the Operating Plan, the Chief Executive said that the three main outstanding targets had been resolved and sought the Board's agreement to submit the Operating Plan to the Department for onward approval. The Board signalled they were content with this proposal.

The Chief Executive sought the Board's agreement to delay consultation with business partners on the Corporate Plan until October. The Board were content.

The Chief Executive reported to the Board that he had attended the first meeting of the DETI/DEL Restructuring Advisory Board. He highlighted the need for the Board to be aware of the opportunity for future engagement in this initiative.

**2.4. FINANCE REPORT**

Mel Chittock provided an update on the financial position.

The Board noted the Finance Report.

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

Peter Harbinson provided an update on the report.

**2.6. CASEWORK REPORT TO THE BOARD**

The Board noted this report.

**3. DISCUSSION**

**3.1 Briefing on End-to-End Project**

John McClune, Lean Process Manager from the Productivity Tools and Best Practice team joined the meeting and gave a presentation on the End-to-End Project and the work undertaken to date.

The Board congratulated the Team on the work which ultimately would help simplify and assist clients' understanding of our processes and improve claim processing times.

### **3.2 Corporate Plan**

Peter Harbinson provided an update on the Corporate Plan.

The Chairman asked that the Corporate Plan be brought back to the September Board meeting and to include targets and if required, any tracked changes to the document to aid discussion. **ACTION: Peter Harbinson/Martin Robinson to provide an update on the Corporate Plan including initial targets for discussion.**

### **3.3. Leadership Development Programme**

Amanda Braden said that the first phase of the programme was coming to an end and feedback was being sought as to the direction of a further phase and how the Board might support the leadership agenda. She said that it was important to focus on the momentum, embed learning and make this the culture within the organisation.

Paula Wilson, Wilson Sloan Consulting, joined the meeting and gave a presentation on the Leadership Development Programme to date.

The Chairman thanked Paula for the work undertaken with staff and the Board were encouraged by the outputs.

Discussion ensued as to how Board Members could become involved. Some suggestions of note included: encourage middle management to present to Board; Board members to become involved in the next Shadowing Day; involve the Board in a Q&A Panel at the ELT/ Direct Report session which is being

**OFFICIAL – SENSITIVE – COMMERCIAL**

organised following the Staff Conference next year; invite staff to spend a day with a Board member as part of a collaborative experience.

Amanda Braden asked the Board that any further feedback or suggestions be forwarded to her. **ACTION: All Board**

**4. CHAIRMAN'S BUSINESS AND AOB**

Board Operating Framework

Carol Keery said that a draft Board Operating Framework had been developed by the Board Secretariat. This is a high level guidance document setting out the arrangements, ie Membership, Roles and Responsibilities, Reporting etc for the Board. She agreed to circulate the Draft to Board Members seeking feedback or comments. **ACTION: CAROL KEERY**

Board Resolutions

Three Board Resolutions in relation to updating documentation for the overseas office network were tabled:-

Dubai Office – The removal of current Directors (retired) as signatories and replaced with the current Regional Director and Executive Director International Business Group.

Proposed by Mark Ennis

Seconded by Brian Baird

India Operations – In line with the decision to close our office network in India, a Board resolution was required to confirm our intention to relinquish the status of “Liaison Office” and to close the Bank Account.

Proposed by Judith Totten

Seconded by Brian Baird

Germany Bank Account – Bank account authorisation.

Proposed by Gerard O’Hare

Seconded by Rose Mary Stalker

**BOARD RESOLUTIONS: AGREED**

The Board confirmed that it has no objection to the above resolutions upon which it has agreed.

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

The next Board meeting will be held on the 23<sup>rd</sup> September 2015 in Armagh.

The Board Meeting ended at 4.20pm.

**ONE HUNDRED AND TWENTY-EIGHTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD 23 SEPTEMBER 2015, ARMAGH CITY HOTEL**

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Scott Rutherford

Deborah Lange

Dr Gerard O'Hare

Peter McNaney

Mark Sweeney

Ken Nelson

**In Attendance:** Alastair Hamilton, Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Martin Robinson and Carol Keery

Katrina O'Dowd joined the Board meeting to deliver the Finance Report.

John Hood joined the meeting to present the Agri Food Strategy to the Board.

**Minute Taker:** Karen Hendrie

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.55pm.

**Apologies:** Mark Nodder, Judith Totten, Rose Mary Stalker, Mel Chittock, Bill Scott, Oonagh Hinds and Amanda Braden.

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Members declared the following Interests:-

**OFFICIAL – SENSITIVE – COMMERICAL**

Mark Ennis – Liberty Insurance, Teleperformance

Scott Rutherford – Path XL, Analytic Engines (QUB interest)

The Board concluded that since there would not be any substantive discussion on any of the above declared interests no conflicts existed. If during discussions this position changed the relevant Board members would be asked to leave the meeting for the duration of the discussion.

**2. MONTHLY REPORTING TO BOARD**

**2.1. MINUTES**

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

**2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

Peter Harbinson provided an update on non-Executive engagement. The list of events to be reviewed and Board members will be advised of details of their role at specified engagements.

**ACTION: PETER HARBINSON/AMANDA BRADEN**

**2.3. CEO REPORT**

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

The Corporate Scorecard remains unchanged from last month.

The Chief Executive presented a Performance Update to the Board and in particular referenced performance in Absenteeism and Exports.

**OFFICIAL – SENSITIVE – COMMERICAL**

The Chief Executive provided an update on absenteeism levels and the increase in long term sick in August. He noted that the HR team have completed an intensive report to look at the issue of long term sickness and the causes. The Chief Executive is assured that all best practices are in place to proactively manage this.

The Chief Executive provided an update on HMRC Manufacturing Exports for the period Apr-Jun 2015 which had been positive for N.I.

As a key factor influencing the level of exports in the future, The Chairman asked that The Use of Education to build Exports be presented to Board at some time in the future. **ACTION: BILL SCOTT/JEREMY FITCH**

The Chief Executive updated the Board on recent Ministerial changes at DETI. He advised that Invest NI personnel have supported all of the Minister's planned engagements to ensure it is business as usual for INI including upcoming overseas visits.

The Chief Executive advised Board that the NIAO have notified us of their intention to conduct a review of "Access to Finance for SMEs in Northern Ireland" and that this will include our Access to Finance Strategy.

The Chairman noted the update provided on Big Data and Data Analytics within the CEO Report and asked that Big Data & Data Analytics are presented to Board at a future meeting.

**ACTION: BRIAN DOLAGHAN**

#### **2.4. FINANCE REPORT**

Katrina O'Dowd provided an update on the financial position.

The Board noted the Finance Report.

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

Peter Harbinson provided an update on the report.

**2.6. CASEWORK REPORT TO THE BOARD**

The Board noted this report.

**2.7 BOARD AUDIT COMMITTEE UPDATE**

Deborah Lange provided a verbal update following the committee meeting which took place immediately prior to today's Board meeting. Full minutes of the meeting will be provided ahead of the next Board meeting in October.

**3. DISCUSSION**

**3.1 Secondments**

The Chief Executive provided an update on the use of Inward and Outward Secondments by Invest NI.

There are currently five Invest NI staff members on Outward Secondments including two with local councils.

The Chief Executive noted that the use of Inward and Outward Secondments have brought Invest NI a range of benefits in recent years but that the implementation of additional secondments would represent a number of challenges such as creating additional pressures on existing headcount.

It is therefore recommended that Invest NI only continue to use inward secondments to fill positions that require particular skillsets and consideration will also be given to short term periods of secondments (3 or 4 weeks) including company placements.

Board suggested that INI staff on secondment outside the organisation are asked to present to Board to provide insight to key learnings from external organisations.

**ACTION: AMANDA BRADEN**

### **3.2 Risk Management Strategy and Emerging Risk Register**

#### **(a) The Risk Management Strategy**

The Risk Management Strategy and Risk Management Policy were discussed. It was noted that Risk Appetite Framework which provides important context for both, is embedded in the Risk Management Policy which was approved in January 2015.

The Strategy document has been revised to take on-board feedback and recommendations from Board members following its presentation to Board in March 2015. Board are now asked to consider the revised Risk Management Strategy for approval.

Approval proposed by: Mark Sweeney

Seconded by: Gerard O'Hare

#### **Risk Management Strategy – Approved by Board**

#### **(b) Emerging Risk Register**

The Emerging Risk Register was reviewed and this is to be used as part of risk management process and to be reviewed on a six monthly basis to allow management to identify any potential risks which should be added.

The Chairman noted that a number of the risks currently outlined in the Emerging Risk Register should be considered as topics for discussion at upcoming Board meetings.

### **3.3 Agri-food Sector Strategy**

John Hood, Director of Food & Tourism presented an update on the Implementation of the Agri-Food Sector Strategy.

John provided an overview of the key sub-sectors and discussed the main opportunities for growth as well as the main challenges facing the individual sub sectors.

He highlighted the key short and medium term priorities facing the industry including the establishment of Single Strategic (Industry-Led) Marketing Entity.

### **3.4 Corporate Plan**

The Chief Executive presented current priorities for Invest NI's Corporate Plan including the strategies influencing the development of the plan. He also provided an overview of the expected timeline for delivery of the Corporate Plan.

The Board noted that they would be pleased to receive Councils Economic Development Plans as they become available.

## **4. CHAIRMAN'S BUSINESS AND AOB**

The Chairman advised that he had a meeting with NI Screen on 22<sup>nd</sup> September 2015. The Chairman described the meeting as interesting and constructive.

Jeremy Fitch advised the Board that for the first time the Ernst and Young Entrepreneur of the Year awards are being shown on UTV. The first programme aired on Monday 21<sup>st</sup> September and attracted over 109,000 viewers. The programme will run over five weeks and each week the programme will profile finalists in the 2015 Ernst and Young Entrepreneur of the Year awards.

Board Operating Framework

Carol Keery confirmed that the Board Operating Framework has been circulated and Board member feedback has been incorporated. It is now requested that Board members formally ratify the Board Operating Framework.

Proposed by: Peter McNaney

Seconded by: Deborah Lange

**Board Operating Framework – Approved by Board**

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

The next Board meeting will be held on the 28<sup>th</sup> October 2015 in Invest NI HQ, Belfast.

The Board Meeting ended at 5.10pm.

ONE HUNDRED AND TWENTY- NINTH MEETING OF THE INVEST  
NORTHERN IRELAND BOARD 28 OCTOBER 2015, INVEST NI HQ

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Scott Rutherford

Deborah Lange

Dr Gerard O'Hare

Peter McNaney

Mark Sweeney

Ken Nelson

Judith Totten

Mark Nodder

**In Attendance:** Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Martin Robinson, Bill Scott, Mel Chittock, Oonagh Hinds, Amanda Braden and Carol Keery

Chris Conway from NI-CO joined the Board meeting as an observer.

Alastair Hamilton joined the meeting at 2.45pm

Ken Nelson left the meeting at 4.05pm

Peter McNaney left the meeting at 4.35pm

**Minute Taker:** Karen Hendrie

**1. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.55pm.

**Apologies:** Rose Mary Stalker

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Members declared the following Interests:-

Padraig Canavan – CultureTech

Scott Rutherford – Almac (QUB interest)

The Board concluded that since there would not be any substantive discussion on any of the above declared interests no conflicts existed.

If during discussions this position changed the relevant Board members would be asked to leave the meeting for the duration of the discussion.

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

### **2.1. MINUTES**

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

### **2.2. MATTERS ARISING**

The Actions table was reviewed and addressed.

Mel Chittock provided an update on Invest NI's Data Retention Policy.

Invest NI's Data Retention Policy circulated to Board in October. Board asked for details of Invest NI's policy on email retention and data encryption. This to be brought to Audit & Risk Committee for further consideration.

#### **ACTION: MEL CHITTOCK**

Jeremy Fitch provided an update on the digital solution being developed providing an overview of the sources of European funds available to businesses. Jeremy advised the Board that the landing page, escalator solution and associated content pages is likely to be developed by January 2016.

Board Member Scott Rutherford offered to share a recently completed piece of work by QUB on Sources of EU funding. Jeremy will follow up directly with Scott Rutherford.

**ACTION: JEREMY FITCH**

### **2.3. FINANCE REPORT**

Mel Chittock provided an update on the financial position.

The Board noted the Finance Report and asked for further details to be provided to Board on Invest NI's approach to Budget management in 2016/17.

**ACTION: MEL CHITTOCK**

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

Peter Harbinson provided an update on the report.

The Board noted the report. Board member Deborah Lange asked that a breakdown of pro-active and re-active print & media coverage be provided to Board.

**ACTION: PETER HARBINSON**

### **2.5. CASEWORK REPORT TO THE BOARD**

The Board noted this report.

### **2.6 NI-CO Update**

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

Chris provided a verbal update on NICO's current activities and future pipeline of opportunities looking ahead to 2016/17.

### **3. DISCUSSION**

The Chief Executive joined the Board at this point

#### **3.1. Export Action Plan**

Bill Scott provided an update on the DETI Export Action Plan including an overview of the key strategic and behavioural objectives of the plan including growing sales and increasing the number of exporters.

Bill summarised the role of key delivery partners in achieving these objectives and the development of the Broad Economy Exports (BEE) measure; a broader indicator for measuring export activity including service sectors and external sales to GB.

#### **3.2. Programme for Government Update**

The Chief Executive provided an overview of the Scottish Framework to the Board as an example of a model focusing on macro strategic objectives.

#### **3.3. The Social Agenda**

Oonagh Hinds presented an update on the Social Agenda providing an overview of how Invest NI's services and interventions improve the economic, social and well-being of Northern Ireland.

The Board agreed that the approach was logical and sound but noted that there could be potential delivery challenges around partnership and accountability which would need to be considered.

### **3.4. CEO REPORT**

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

### **3.5. TARGETS REVIEW**

The Chief Executive referred the Board to Paper 7 and presented the Targets Review.

The Chief Executive went through each chart outlining areas being considered for target review.

Following discussions the Chief Executive proposed that all 2015/16 job targets be maintained and that the R&D target would be the only one to be revised.

The Board agreed with this as the way forward.

**BOARD RESOLUTION:** Agree the proposed changes to the 2015/16 R&D target levels and the need to manage the budget implications: **AGREED**

### **3.6. BOARD WORKING GROUPS**

Mel Chittock referred the Board to Paper 8. The Paper contains a number of recommendations aimed at bringing consistency to the Board Working Groups in order to maximise their output.

The Paper also outlines a number of potential areas of focus for new working groups.

The recommendations were discussed by Board who noted the need for the Board Working groups to be flexible in their approach but still retain their original remit.

The Board accepted the recommendations outlined in the paper as the approach going forward

New areas for consideration by Working Groups will be a topic for discussion at the Board Away day in January.

**BOARD RESOLUTION:** Agree the recommendations to the Board Working Groups as presented. **AGREED**

#### **4. CHAIRMAN'S BUSINESS AND AOB**

The Chairman advised that he hosted a lunch meeting with Kiedanren, a Japanese business delegation on Tuesday 20<sup>th</sup> October during their recent visit to Belfast. The Chairman described the event as successful and said he had received positive feedback from the delegation and a number of possible leads and linkages had been identified.

The Chairman also hosted a dinner event with a delegation of UK and Chinese Aviation representatives on Tuesday 27<sup>th</sup> October.

Deborah Lange provided the Board with an update on Corporation Tax.

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

The next Board meeting will be held on the 25<sup>th</sup> November 2015 in Antrim & Newtownabbey Council Area.

The Board Meeting ended at 5.15pm.

ONE HUNDRED AND THIRTIETH MEETING OF THE INVEST NORTHERN  
IRELAND BOARD 25 NOVEMBER 2015, INVEST NI HQ

**Present:**

**Invest NI Board**

Mark Ennis (Chairman)

Brian Baird

Padraig Canavan

Scott Rutherford

Deborah Lange

Peter McNaney

Rose Mary Stalker

Mark Sweeney

Ken Nelson

Judith Totten

Mark Nodder

**In Attendance:** Brian Dolaghan, Jeremy Fitch, Peter Harbinson, Martin Robinson, Bill Scott, Mel Chittock, Oonagh Hinds, Amanda Braden and Carol Keery

Bill Montgomery joined the meeting at 3.20pm to present to the Board.

Alison Gowdy joined the meeting at 4.00pm to present to the Board.

Mark Nodder left the meeting at 4.35pm

**Minute Taker:** Karen Hendrie

**2. APOLOGIES & DECLARATIONS OF INTEREST**

The meeting commenced at 1.55pm.

**Apologies:** Alastair Hamilton and Dr Gerard O'Hare

**OFFICIAL – SENSITIVE – COMMERICAL**

The Chairman asked members to declare any conflicts of interests relating to today's agenda. Members declared the following Interests:-

Mark Ennis – Liberity IT & Teleperformance

Scott Rutherford – Aerospace Technology Institute (ATI), Lean Launch Pad (QUB interest)

Judith Totten – The McAvoy Group Limited

The Board concluded that since it was unlikely that there would be any substantive discussion on any of the above declared interests no conflicts existed.

If during discussions this position changed the relevant Board members would be asked to leave the meeting for the duration of the discussion.

**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.

Mel Chittock provided an update on 2016/17 Budget Management as part of his Finance Report.

Peter Harbinson provided an update on pro-active Media & Print Coverage. Board content with the additional information provided.

Board agreed that last month's action regarding the Data Retention Policy should be taken forward by Audit & Risk Committee.

### **2.3. CEO REPORT**

Jeremy Fitch asked members to note the CEO report to the Board.

Jeremy provided the Board with an update on the recent job loss announcements.

The Board asked what the Invest NI strategy is for Manufacturing. Advised that Invest NI have a strategy for each sector within Manufacturing.

The Board asked for standard lines to take in relation to the Manufacturing Sector Strategy in response to recent job losses and also impact of Corporation Tax on the FDI proposition. **ACTION: PETER HARBINSON**

Board asked that lessons learned from company closures and job losses are provided to Board. **ACTION: BRIAN DOLAGHAN**

Jeremy also provided the Board with an update on the Skills Barometer Report which was published in November.

Board asked that the 'Skills Barometer Report' is presented to Board by the team responsible for its development. **ACTION: JEREMY FITCH**

Jeremy provided the Board with an overview of the Invest NI Performance Update as at 31st October 2015.

**OFFICIAL – SENSITIVE – COMMERCIAL**

Amanda Braden provided an update on Absenteeism levels for October noting that the absence rate for October was 3.74%; down from 4.19% in September. Although the rolling outturn has continued to rise, the pace has slowed, mainly due to the encouraging decrease in long-term absence since August peak.

Jeremy also advised the Board that the mid-year results are due to be presented to ETI Committee on 8th December.

**2.4. FINANCE REPORT**

Mel Chittock provided an update on the financial position.

He advised the Board that a November monitoring round was commissioned and completed in the last week of October.

It is expected that DFP will commission a January monitoring round before Christmas, for technical transfers and Non-cash adjustments.

Mel noted that the budget exercise for 2016/17 has not yet been commissioned but we have been asked by DFP to provide a high level impact assessment of potential cut on budgets.

Mel also advised that the Claims Processing time was currently 29 days. It was noted that there are resource issues which are currently being addressed.

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

Peter Harbinson provided an update on the report.

Peter advised the Board that at the recent 2015 CIM Awards, Invest NI won the 'Marketing with Impact – Public Sector' Award for the 'Go For It' campaign in conjunction with Genesis Advertising.

The Board congratulated Peter and the team.

Peter also updated the Board on feedback from the first Leadership Development Forum which was held on Tuesday 10<sup>th</sup> November. He advised that feedback from the participants had been positive and there are a number of key learnings they will take forward for the next event.

Peter thanked the Chairman and Board members Judith Totten and Peter McNaney for their attendance and participation in the event.

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

The Board noted this report.

## **2.7. AUDIT & RISK COMMITTEE UPDATE INCLUDING RISK REGISTER**

Deborah Lange provided a verbal update following the committee meeting which took place immediately prior to today's Board meeting. Full minutes of the meeting will be provided ahead of the next Board meeting in January 2016.

Board discussed the need to add 'skills supply' to the Risk Register. It was agreed that this would be discussed further by ELT to agree the approach to take this forward. **ACTION: ELT**

## **2.8. MINUTES OF JUNE & SEPTEMBER ARC MEETING**

The minutes of the June and September Audit & Risk Committee meeting were agreed as a true record of the meeting.

### **3. DISCUSSION**

#### **3.1 Verbal Updates from the following Board Working Groups**

##### **Access to Finance**

Peter McNaney provided an update on the Access to Finance Working Group.

In his role as Chair he is planning to write to the Department about resource allocation. The Chairman suggested that if appropriate the letter be copied to the Economic Advisory Group.

The group had a presentation by TechStart during which comments were made about the level of University spin outs. The Chairman advised that at his meeting with the Vice-Chancellors of both QUB & UU in January he will aim to seek a view from them about their level of satisfaction regarding the level of spin outs from each University.

##### **Competence Centres**

Jeremy Fitch provided an update on the Competence Centres Working Group.

The last meeting of the Working Group was on 12<sup>th</sup> October at The Northern Ireland Advance Engineering Competence Centre (NIAECC) and included a presentation from Mattias Lundberg on the cultural impact of Competence Centres in his native Sweden.

The Board queried if the range of support offered to R&D Projects and Competence Centres can be potentially duplicative and agreed that this merited further discussion. Jeremy Fitch advised that he would take this forward with the Working Group.

Chairman will use meeting with Vice-Chancellors to seek to encourage the Universities to work more collaboratively.

**Sub Regional**

Ken Nelson provided an update on the Sub Regional Effectiveness Working Group.

Ken confirmed that they continue to work closely with councils at a regional level and have received initial drafts of all their individual Economic Development Plans.

The next Council workshop meeting is scheduled to take place in January 2016.

**Effectiveness**

Rose Mary Stalker provided an update on the Effectiveness Working Group.

She advised that no meeting of the Working Group has taken place since the last update to Board.

It was agreed that there would be merit in the group applying their model to data from the Health & Life Sciences Group.

**Corporation Tax**

Deborah Lange provided an update to the Board and confirmed that the Working Group would be meeting again in the near future following the agreement of a date and a rate for Corporation Tax.

Deborah advised that she is due to meet with Department of Finance and Personnel on Tuesday 1<sup>st</sup> December.

**3.2. International Sales & Marketing – FDI Plans**

Bill Montgomery presented the FDI plans for International Investment.

Bill highlighted the importance of Inward Investments and noted that only 15% of Invest NI account managed client base are internationally owned, while they account for:

- 49% of employment
- 40% of sales
- 48% of external sales
- 63% exports

Bill also provide an overview of the key sectors and markets for Foreign Direct Investment summarising the opportunities and challenges presented by each sector.

In conclusion Bill outlined some areas for further consideration by Board when looking forward to the period 2016-2020 including the impact of Corporation Tax.

### **3.3. Big Data & Data Analytics**

Alison Gowdy presented the Board with an overview of Big Data & Data Analytics which has been identified as one of the Top 10 Key Industries of the Future.

Alison presented the key opportunities in this area for businesses across all sectors and also highlighted the potential challenges in this field as well as the short and medium term priorities for Invest Northern Ireland.

The Board considered that the area of Data Analytics could be an area of potential competitive advantage for Northern Ireland and noted that there are real opportunities in the Health Sector.

The Board also queried if there was any concerns that this could conflict with Data Protection. Alison advised that there are legal agreements in place and that data is often anonymised.

The Board suggested that consideration should be given to the area of 'non-structural information' including video, voice & document data and gave the example of Dublin and their 'Smart City' initiative.

**4. CHAIRMAN'S BUSINESS AND AOB**

The Chairman advised the Board that he was invited by Board Member Ken Nelson to attend and speak at the LEDCOM Customer Service Excellence (CSE) recognition event on Thursday 20<sup>th</sup> November.

He noted the importance of Customer Service and recognised the important role played by LEDCOM and other local enterprise agencies.

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

The next Board meeting will be the Board Strategy Away Days which will be held on the 11th & 12th January 2015.

The Board Meeting ended at 5.05pm.