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**INFORMATION FOR APPLICANTS**

**Staff Officers (SO/24)**

**Team Leaders/Administration Managers and**

**Client Facing Officers**

**Closing date – Wednesday 3 April 2024**

**AT 12:00 NOON BST**

Invest NI is an Equal Opportunities Employer.

**Invest NI is committed to equality of opportunity and welcomes applications from suitably qualified people from all sections of the community.**

**At this time, it particularly welcomes applications from people with disabilities and from minority ethnic groups.**

**Please note:** You must submit your application form via email to monitoringofficer@investni.com. You should receive an automated response confirming receipt of your email. If you do not receive an automated response within 24 hours of submission, please contact a member of the Human Resources Team by phoning 028 9069 8319 to confirm receipt.

**CONTENTS:**

Prior to completing the application form we recommend that applicants familiarise themselves with the contents of this information pack. The pack includes:

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**Section 1 – Key Information about Team Leader/Administration Manager and Client Facing Officer roles**

**Role**

Team Leader/Administration Manager and Client Facing Officer is a composite term for several roles in Invest NI at Staff Officer grade. This competition will be used to fill existing vacancies, and future vacancies requiring the same skills set, which may arise in the 12 months following the competition.

The roles on offer will be permanent, but there may be a requirement at times to fill some roles on a fixed-term basis. Full-time roles are 37 hours per week; however, Invest NI offers a range of flexibilities to enable a better work-life balance for our people.

**Salary**

The salary range for these positions is £32,880 - £34,011 per annum (SO Grade, 2022 Pay Scale). The entry point for the successful candidates will be at the minimum of the range.

**Pension**

We offer all employees access to an attractive pension scheme. Full details can be found on the Principal Civil Service Pensions Scheme (Northern Ireland) website at <https://www.finance-ni.gov.uk/landing-pages/civil-service-pensions-ni>.

**Location**

We are currently recruiting for teams within our headquarters in Bedford Street, Belfast, and some of our regional offices. Our hybrid approach to working allows our people to work a maximum of 60% of their time at home. There is also flexibility to work remotely across our Regional Office Network. .Some Client Facing Officer posts may require occasional international travel.

**Invest NI Business Groups**

Invest NI is organised into eight operational business groups, each headed by an Executive Director:



More information about the roles carried out by Team Leaders/Administration Managers and Client Facing Officers is available on pages 7-9.

**Section 2 – Selection Criteria**

Applicants must, by the closing date for applications, demonstrate that they meet the Selection Criteria relevant to the post(s) for which they are applying:

|  |  |
| --- | --- |
| **Post**  | **Selection Criteria** |
| Client Facing Officers  | 1-7 |
| Team Leaders/Administration Managers  | 2-6 |

1. Significantrecent practical business experience gained in either a business, industrial or commercial environment. This should include involvement in a range of business functions such as finance, marketing, business development, production, process development, project management etc.;
2. Recent practical experience of co-ordinating significant business initiatives or projects (including the management and control of associated resources) which have resulted in improved business performance for your organisation;
3. Experience of:
* analysing data and drawing inferences,
* producing reports and other written material quickly, accurately and to a consistently high standard, proficiently using the Microsoft Office package; and
* presenting recommendations to senior management;
1. Experience of achieving business goals through effective teamworking that has resulted in meeting/exceeding customer expectations;
2. Experience of working to short deadlines and using good judgment and initiative to identify priorities and effectively manage competing priorities whilst ensuring high-quality outputs and delivery of commitments within set timescales;
3. Experience of building and maintaining effective working relationships with customers in order to deliver value added customer service, and using good oral and written communication skills to achieve successful objectives;
4. Certain roles will require the postholder to possess a full driving licence and have the use of a vehicle for business purposes **OR** have access to a form of transport which will permit travel throughout Northern Ireland to meet the requirements of the post in full, in a timely and effective manner.

**Section 3 - More about Invest NI**

As the regional business development agency, Invest NI's role is to grow the local economy by supporting new and existing businesses to compete internationally, and by attracting new investment to Northern Ireland.

A non-departmental public body, part of the Department for the Economy (DfE), we provide strong

government support for business by effectively delivering the Government’s economic development strategies.

Invest NI offers the Northern Ireland business community a single organisation providing high-quality services, programmes, support, and expert advice. We principally support those businesses that can make the greatest contribution to growing our economy. These are businesses that have ability to grow and drive productivity in the economy and are keen to export their goods and services outside Northern Ireland.

For more information about Invest NI please visit our website at [www.investni.com](http://www.investni.com)

**INVEST NI VISION AND VALUES**

Our vision and values outline what we aim to achieve and how we will act in all our dealings with customers and stakeholders.

Our Vision

We will champion the growth of innovation and exports to build a local economy that competes globally. We will be a world leading business development agency.

Our Values



**Overview of Roles**

This section provides an overview of the main duties of the Team Leader/Administration Manager and Client Facing Officer roles. Posts across the business may have duties that are similar but not identical.

**More about the Team Leader/Administration Manager role**

The role of the Team Leader/Administration Manager is to deliver an efficient, customer-focussed and high-quality service to internal and external customers and key stakeholders. Central to the role is the organisation, management and performance monitoring of the team.

The **main duties** of the post include:

* Manage and co-ordinate teams which are responsible for administering programmes and initiatives;
* Manage the administration of specific projects/programmes to ensure that they meet the business needs of Invest NI and its client companies;
* Monitor, maintain and report on the delivery of services and expenditure against budget, analysing and evaluating data from a range of sources, highlighting areas of concern and making recommendations/taking decisions for corrective action;
* Ensure the effective operation of key reporting systems and the efficient and accurate provision of important management information;
* Prepare and implement/recommend initiatives to improve the delivery of the team’s services;
* Draft and prepare correspondence for issue to external and internal customers;
* Merge and co-ordinate inputs/support from Invest NI teams to ensure that administrative processes are implemented as required;
* Engage and manage service providers contracted to perform specialist tasks and ensure delivery of service;
* Contribute to the development and improvement of corporate or Group policies, procedures and guidelines and provide management and staff with direction on their interpretation and implementation;
* Establish, develop and manage relationships with a range of stakeholders to support delivery of business outcomes.

**More about the Client Facing Officer role**

The main purpose of the Client Facing Officer role is to manage and build relationships with a portfolio of clients across our Business Groups, promoting, managing and implementing Invest NI’s wide range of programmes, policies, strategies and initiatives to meet our business needs and those of our client companies. Examples of areas that Client Facing Officers work in include Trade, Regional Business and Business Growth.

The **main duties** of the post include:

* + Managing a portfolio of Invest NI Clients, establishing and maintaining relationships with them and acting as their main point of contact;
	+ Establishing, maintaining and developing credible working relationships with Invest NI supported companies, key influencers and stakeholders, both locally and internationally;
	+ Identifying, formulating and monitoring business growth, skills, and improvement opportunities within client companies through the assessment of need versus capability, action planning, and the proactive provision of advice and support;
	+ Contributing to the development and implementation of export promotion events and capability development programmes, in line with Invest NI’s Corporate Plan;
	+ Working collaboratively to develop and cultivate effective relationships internally across Invest NI and externally with partners and stakeholders to increase market access and support NI businesses to drive export success;
	+ Managing, guiding, coaching and mentoring support staff to ensure the optimum performance and effective use of human resources;
	+ Contributing to programme evaluations and economic appraisals as required;
	+ Ensure the successful planning, delivery and evaluation of Invest NI events/initiatives such as exhibitions, seminars and inward visits, including the management of third-party providers as appropriate and assuring corporate governance standards are maintained
	+ Draft and contribute to comprehensive briefings to government departments, the executive team, senior management and other key stakeholders/partners to a high standard within agreed timelines as required;
	+ Challenging, appraising and negotiating applications for assistance from client companies in line with Invest NI’s policies and procedures;
	+ Carrying out analysis of companies and monitoring the spend of Client companies in line with agreed budgets;
	+ Supporting the management and implementation of a range of economic development programmes and initiatives;
	+ Preparation of business caseworks, including the analysis of business plans and financial information, for presentation to the appropriate authority for approval;
	+ Drafting and issuing correspondence in response to internal and external customer queries, and preparing reports/advice for management as required;
	+ Providing a comprehensive information and signposting service to businesses and advising client companies on support available from Invest NI, signposting to other organisations where appropriate;
	+ Maintaining data on Invest NI’s internal information systems including the updating of company, sector and/or programme records and inputting into reporting on the team’s performance against its business objectives as required;

**Section 5 – Benefits package**

**Holidays**

Your annual leave entitlement will be 25 days per annum with an additional 12 Public and Privilege holidays. The leave year runs from 1st February to 31st January. Leave entitlement in the period prior to the start of the new leave year is calculated on a pro-rata basis.

**Learning and Development**

Invest NI is committed to supporting staff to reach their full potential. Invest NI actively develops all staff and invests significantly in training and development for business success and personal growth. This includes on-the-job training, external training and, where appropriate, further education.

**Other benefits**

Maintaining a positive work/life balance is important to Invest NI and we have a range of policies to help achieve this including flexible working practices, for example parental leave, provision of special leave for emergencies and employee welfare services.

You will have access to a number of other schemes including Healthcare, Cycle to Work, and Annual Commuter Travel Card.

We also have a vibrant Sports and Social Committee and promote positive health and wellbeing through regular activities such as the Walking Club, 5-a-side football, and regular social events.

**Section 6 – Appointment**

Appointments will be permanent, but there may be a requirement at times to fill some roles on a fixed-term basis. Full-time roles are 37 hours per week; however, Invest NI offers a range of flexibilities to enable a better work life balance for our people.

If successful, you will be expected to take up the position as soon as possible. Should you decline an offer of appointment, you may not be offered any future posts to be filled from this competition.

Prior to taking up your duties, you must supply a copy of your birth certificate and enter into an agreement setting out the terms of your appointment.

**References**

Your appointment is subject to receipt of two satisfactory references.

**Vetting Requirements**

Your appointment is also subject to a background check - Invest NI will organise a Criminal Record Check on successful applicants to be carried out by AccessNI. The category of AccessNI check required for this post is Basic Disclosure Certificate. You should not put off applying for a post because you have a conviction and any disclosure will be seen in the context of the job description, the nature of the offence and the responsibility for the care of existing clients and employees. We deal with all criminal record information in a confidential manner and in accordance with our Privacy Standard. Information relating to convictions is destroyed after a decision is made.

More information can be found on <http://www.accessni.gov.uk/>. If you are being considered for appointment, you will be asked to complete the AccessNI application form. Please note that a request to complete this form should not be seen as a guarantee of an offer of appointment. Failure to complete the application form and return it within the specified time will be regarded as ‘no longer interested in the position’ and your application will be withdrawn.

Criminal Record information is subject to the provisions of the Rehabilitation of Offenders (NI) Order 1978. A copy of Invest NI’s Policy on the Recruitment of Ex-Offenders is available upon request.

**Conflicts of Interest**

Candidates must note the requirement to declare areas of actual, potential, or perceived conflict with the interests of Invest NI.  You will be required to make such declarations upon offer of employment and annually thereafter for Invest NI’s consideration. You will be required to abide by the rules adopted by Invest NI in relation to private interest and possible conflict with public duty; the disclosure of official information; and political activities.

**Probation**

You will be subject to a 10-month probationary period. At the end of this period, subject to satisfactory performance and attendance you will be confirmed in post. If your performance, conduct or attendance during this period is not satisfactory your appointment may be terminated.

**No Smoking Policy**

Invest NI operates a no smoking policy in all its offices.

**Section 7 – Selection Process**

**Completed applications, demonstrating the experience and skills sought, must be submitted to the Monitoring Officer by 12:00 noon BST on Wednesday 3 April 2024.**

All applications for employment are considered strictly on the basis of merit.

**Canvassing**

Canvassing in any form is not allowed at any stage of the process.

**The Application Form**

To ensure equality of opportunity for all applicants:

* Only completed applications on the application form will be accepted. CVs or any other supplementary material in addition to completed application forms will not be accepted.
* Applicants must complete the application form in Arial size 10 font, or block capitals using black ink.
* The space available on the application form is the same for all applicants and must not be altered or re-formatted and applicants must adhere to the specified word count.
* If you are submitting your completed application form electronically, you must ensure that it is sent via email as an attachment (either as a PDF or Microsoft Word document only). Forms sent via any other online method or converted into any other digital format, or which Invest NI deems unsafe to open, will not be accepted.
* Applications which are received after the closing date and time will not be accepted.

Other points to note:

* You should ensure you provide evidence of your experience on your application form, giving length of experience, examples and dates as required. Please refer to the Privacy Notice in this information booklet for information as to how your personal data will be processed stored and shared by Invest NI.
* It is not sufficient to simply list your duties and responsibilities. Invest NI will not make assumptions from the title of your post as to the skills and experience gained. It is vital that you highlight your specific role and contribution by using actual examples to illustrate your experience against the selection criteria.
* Applications which do not provide the necessary detailed information in relation to the knowledge, skills and criteria required will be rejected.

**Equal Opportunities Monitoring Form:**

Invest NI is an Equal Opportunities Employer and to help ensure that we are meeting our Equality of Opportunity obligations, we monitor the composition of staff and applicants. This monitoring helps to assess whether any of our policies, procedures or activities are operating to the detriment of any particular grouping within our diverse society. **Therefore, the monitoring form included with your application form is regarded as part of your application and should be completed and returned.**

The monitoring form will not be available to the selection panel. It will be separated from the application form by the monitoring officer and transferred to a computer-based monitoring system. There it will be protected, access restricted and used strictly in line with our Privacy Notice.

**Shortlisting**

A shortlist of candidates for assessment and interview will be prepared on the basis of the information contained in the application. Responses in your application form should demonstrate how and to what extent you satisfy each of the criteria outlined.

Applications for each position will be shortlisted on the criteria outlined below:

|  |  |
| --- | --- |
| **Role** | **Shortlisting Criteria**  |
| Client Facing Officer | Criteria 1 and 7 |
| Team Leader/Administration Manager | Criterion 2 |

Invest NI will not make assumptions from the title of the applicant’s post or the nature of the organisation as to the skills and experience gained, and it is not appropriate simply to list the various posts that an applicant has held.

It is vital that you highlight your specific role and contribution by using actual examples to illustrate your experience against the criteria.

Only those candidates who, from the information supplied on the application form, most closely match the selection criteria for the post will be shortlisted.

Application forms which do not provide the necessary detailed information in relation to the knowledge, skills and criterion required will be rejected.

**Interview and Assessment**

Shortlisted candidates will be invited to an assessment and interview which is expected to take place during April or May 2024.

Interviews and assessments may be undertaken in a virtual environment. Further details will be provided to those candidates successful at shortlisting. It may not be possible to offer alternative dates.

The panel’s decision at every stage of the selection process is final.

**ADDITIONAL INFORMATION**

**Travel**

It is not Invest NI’s policy to pay travel expenses to any candidate attending interview unless their journey is from outside Northern Ireland or the Republic of Ireland. For these candidates, expenses will be payable only for flight or ferry crossings to a maximum of £100, on presentation of valid receipts, and only for attendance at final interviews.

**Section 8 – Interview Guidance**

If this is your first experience of a criterion-based interview, bear in mind that it **does not** require you to:

• talk through previous jobs or appointments from start to finish;

• discuss your background and experience at a general level; or

• provide any information that is not relevant to the post for which you are applying.

A criterion-based interview **does**, however, require you to:

• focus exclusively on the criteria required for effective performance in the role; and

• provide specific examples of your experience in relation to the required criteria.

In preparation for the interview, you may wish to think about having a clear structure for each of your examples, such as:

• **S**ituation – outline the situation;

• **T**ask - what was your objective, what were you trying to achieve;

• **A**ction - what did you actually do, what was your unique contribution;

• **R**esult - what happened, what was the outcome, what did you learn.

It is strongly recommended that you familiarise yourself with the selection criteria outlined in this pack. The interview panel will ask you to provide specific examples from your past experience in relation to each of the criteria areas.

You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and abilities in each criteria area. You may draw examples from any area of your work / life experiences. No candidate notes will be permitted in the test or interview room.

**Section 9 – Equality of Opportunity**

Invest NI is committed to a policy of Equality of Opportunity in its employment practices and aims to ensure that no actual or potential job applicant or Staff Member is discriminated against, either directly or indirectly, on the grounds of gender, gender reassignment, marital (or civil partnership) status, disability, race, community background or political persuasion, age, dependents, sexual orientation, pregnancy and maternity or Trade Union membership.

Each person shall have equal opportunity for employment, training, and advancement in Invest NI on the basis of ability, qualifications, and performance. This maximises the effective use of human resources in the best interests of both the organisation and the individual.

Invest NI is committed to equality of opportunity and welcomes applications from suitably qualified people from all sections of the community.

To facilitate Equality of Opportunity, Invest NI offers a range of family friendly policies which reduce barriers to combining work and family commitments.

Invest NI is an Equal Opportunities Employer.

**Section 10 – Privacy Notice – Job Applicants**

**WHO WE ARE – THE DATA CONTROLLER**

‘We’ are Invest Northern Ireland, a public body registered at Bedford Square, Bedford Street, Belfast, BT2 7ES.

We are the “Controller” for the purposes of data protection law. This means that we are responsible for deciding how we hold and use personal information about you. You are being sent a copy of this privacy notice because you are applying for work with us (whether as an employee, worker, or contractor). It makes you aware of how and why your personal data will be used, namely for the purposes of the recruitment exercise, and how long it will usually be retained for. It provides you with certain information that must be provided under the UK General Data Protection Regulation (GDPR).

Our lawful basis for processing your application and associated data will be that it is necessary in the exercise of official authority to perform our public tasks as an economic development and to meet our legal obligations as an employer.

**DATA PROTECTION PRINCIPLES**

We will comply with data protection law and principles, which means that your data will be:

* Used lawfully, fairly and in a transparent way.
* Collected only for valid purposes that we have clearly explained to you and not used in any way that is incompatible with those purposes.
* Relevant to the purposes we have told you about and limited only to those purposes.
* Accurate and kept up to date.
* Kept only as long as necessary for the purposes we have told you about.
* Kept securely.

**WHAT INFORMATION DO WE HOLD AND HOW DO WE OBTAIN IT?**

In connection with your application for work with us, we will collect, store, and use the following categories of personal information about you:

* The information you have provided to us in your application form.
* The information you have provided on our application form, including name, title, address, telephone number, personal email address, date of birth, gender, employment history, qualifications.
* Any information you provide to us during an interview and the results of any written or online selection tests.

We may also collect, store, and use the following "special categories" of more sensitive personal information:

* Information about your race or ethnicity, religious beliefs, sexual orientation, and political opinions.
* Information about your health, including any medical condition, health, and sickness records.
* Information about criminal convictions and offences.

**How is your personal information collected?** We collect personal information about candidates from the following sources:

* You, the candidate.
* Any recruitment agency, involved in your recruitment. The recruitment agency may provide us with a copy of your CV and contact details.
* Access NI.
* Your named referees, from whom we collect the following categories of data: references if you are successful.

**How we will use information about you**

We will use the personal information we collect about you to:

* Assess your skills, qualifications, and suitability for the role.
* Carry out background and reference checks, where applicable.
* Communicate with you about the recruitment process.
* Keep records related to our hiring processes.
* Comply with legal or regulatory requirements, e.g., the obligation on us not to discriminate during our recruitment process or employ someone who does not have the right to work in the UK.

It is in our interests to decide whether to appoint you to the role since it would be beneficial to our business to appoint someone to that role.

We also need to process your personal information to decide whether to enter into a contract of employment with you.

Having received your application form, we will then process that information to decide whether you meet the basic requirements to be shortlisted for the role. If you do, we will decide whether your application is strong enough to invite you for an interview. If we decide to call you for an interview, we will use the information you provide to us at the interview to decide whether to offer you the role. If we decide to offer you the role, we will then take up references and/or carry out a criminal record before confirming your appointment.

**If you fail to provide personal information**

If you fail to provide information when requested, which is necessary for us to consider your application (such as evidence of qualifications or work history), we will not be able to process your application. For example, if we require a credit check or references for this role and you fail to provide us with relevant details, we will not be able to take your application further.

**HOW WE USE PARTICULARLY SENSITIVE INFORMATION**

We will use your particularly sensitive personal information in the following ways:

* We will use information about your disability status to consider whether we need to provide appropriate adjustments during the recruitment process, for example whether adjustments need to be made during interview.
* We will use information about your race or national or ethnic origin, religious, philosophical, or moral beliefs, or your sexual life or sexual orientation, to ensure lawful and meaningful equal opportunity monitoring and reporting.

**Information about criminal convictions**

We may process information about criminal convictions where we are legally authorised to do so.

We will collect information about your criminal convictions history if we would like to offer you the role (conditional on checks and any other conditions, such as references, being satisfactory). We will carry out a criminal records check in order to satisfy ourselves that there is nothing in your criminal convictions history which makes you unsuitable for the role.

**AUTOMATED DECISION MAKING**

You will not be subject to decisions that will have a significant impact on you based solely on automated decision-making.

**DATA SHARING**

**Why might you share my personal information with third parties?**

We may share information relevant to any request by you for adjustments to the recruitment process as a result of an underlying medical condition or disability with medical / occupational health professionals to enable us to identify what, if any, adjustments are needed in the recruitment process and, if you are successful, once you start work. Our legal basis for sharing this information is that it is necessary for entry into a contract; it is in our legitimate interest to consider adjustments to enable job applicants to participate fully in the recruitment process and it is necessary to comply with our legal obligations.

We may share your personal data that is relevant, where appropriate, with our legal and other professional advisers, in order to obtain legal or other professional advice about matters related to you or in the course of dealing with legal disputes with you or other job applicants. Our legal grounds for sharing this personal data are that it is in our legitimate interests to seek advice to clarify our rights and obligations and appropriately defend ourselves from potential claims; it is necessary to comply with our legal obligations / exercise legal rights in the field of employment and it is necessary to establish, exercise or defend legal claims.

We may share your right to work documentation with the Home Office, where necessary, to enable us to verify your right to work in the UK. Our legal ground for sharing this personal data is to comply with our legal obligation not to employ someone who does not have the right to work in the UK.

**DATA SECURITY**

Invest NI maintains an Information Security Management System certified to the international security standard ISO 27001 to protect the confidentiality, integrity, and availability of corporate information, including your personal data. We have put in place appropriate security measures to prevent your personal information from being accidentally lost, used, or accessed in an unauthorised way, altered, or disclosed. These include physical and administrative security measures at our offices, firewalls and continuously updated anti-virus programmes and encrypted storage. In addition, we limit access to your personal information to those employees, agents, contractors and other third parties who have a business need-to-know. They will only process your personal information on our instructions, and they are subject to a duty of confidentiality. We have put in place procedures to deal with any suspected data security breach and will notify you and any applicable regulator of a suspected breach where we are legally required to do so.

Our Company data is stored in the following locations:

* On ICT systems located in Invest NI Belfast and Newry Offices.
* Locked filing cabinets.
* Secure Off-Site Storage.
* Microsoft 365 Services including Exchange, Sharepoint and Teams.

**DATA RETENTION**

**How long will you use my information for?**

We will retain your personal information for a period of 3 years after we have communicated to you our decision about whether to appoint you to role. We retain your personal information for that period so that we can show, in the event of a legal claim, that we have not discriminated against candidates on prohibited grounds and that we have conducted the recruitment exercise in a fair and transparent way. After this period, we will securely destroy your personal information in accordance with our data retention policy.

If we wish to retain your personal information on file, on the basis that a further opportunity may arise in future and we may wish to consider you for that, we will write to you separately.

**YOUR RIGHTS**

Under certain circumstances, by law you have the right to:

**Request access** to your personal information (commonly known as a "data subject access request"). This enables you to receive a copy of the personal information we hold about you and to check that we are lawfully processing it.

**Request correction** of the personal information that we hold about you. This enables you to have any incomplete or inaccurate information we hold about you corrected.

**Request erasure** of your personal information. This enables you to ask us to delete or remove personal information where there is no good reason for us continuing to process it. You also have the right to ask us to delete or remove your personal information where you have exercised your right to object to processing (see below).

**Object to processing** of your personal information where we are relying on a legitimate interest (or those of a third party) and there is something about your particular situation which makes you want to object to processing on this ground. You also have the right to object where we are processing your personal information for direct marketing purposes.

**Request the restriction of processing** of your personal information. This enables you to ask us to suspend the processing of personal information about you, for example if you want us to establish its accuracy or the reason for processing it.

**Request the transfer** of your personal information to another party.

If you want to review, verify, correct or request erasure of your personal information, object to the processing of your personal data, or request that we transfer a copy of your personal information to another party, please contact us as at dpo@investni.com.

Note too that you have the right to make a complaint at any time to the Information Commissioner’s Office (ICO), the UK supervisory authority for data protection issues. Details of how to contact the ICO can be found on its website: <http://ico.org.uk>