

INVEST NORTHERN IRELAND TOP MANAGEMENT TEAM MINUTES 2011

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The Top Management Team was replaced by the Executive Leadership Team (ELT) in March 2012.

ELT minutes can be found in Publications under 'E'.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF OPERATIONAL MEETING – Thursday 13 January 2011

Attendees: Alastair Hamilton, Tracy Meharg (from point 9 onwards),
Mel Chittock, Jeremy Fitch & Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Apologies

None

2. Minutes from Previous Meeting and Outstanding Actions

The Minutes of the meeting held on 22nd December 2010 were agreed. The following amendments are to be made;

Agenda Item 3, Corporate Risk Register - status of Risk 4 - "failure of communications" - to remain unchanged.

Delete last sentence from Risk 10.

3. Principles on WIP and RAM

- As a result of the anticipated reduction in budget, client teams have been advised to continue to talk to companies but to highlight that there are no firm guarantees that they will secure funding.

Action

TMT to consider all options to manage our projects in an era of reduced budget.

4. BITP

- An update was provided on the current status of ERDF drawdown.

5. Office Accommodation

- Liam Hagan joined the meeting and provided an overview of the proposed office accommodation for MDs and the CEO. Liam explained that the total cost and proposed timescale had reduced and confirmed that most work could take place out of hours with only limited disruption to staff.

- Whilst TMT felt that the introduction of office accommodation was both necessary and appropriate, it was felt that the cost should not be incurred at this time, given other priorities. It was agreed that any decision on the matter should be deferred until at least September 2011.

6. Filling Vacancies During the Recruitment Freeze

- Liam Hagan outlined a number of issues around the current recruitment freeze. There is pressure to backfill a number of vacancies, particularly at AO level throughout the organisation. In addition, a new Grade 7 post has been identified within the ICD group and it is likely that the deployment of the Short Term Employment Scheme will need to be resourced with at least four additional staff.

Action

Liam to prepare a paper on those posts which currently need filled or will need filled in the near future.

TMT to discuss with their Directors look to ensure that they are satisfied that Divisions are appropriately resourced and to see if they can identify any potential for redeployment.

7. Corporate Risk Register

Corporate Risks

- The rating of Risk 8 - "failure to anticipate and manage the loss of public funds" - has been changed to reflect the fact that this item will now be considered by TMT on a more regular basis.
- It was agreed that Risk 9 - "the failure to provide adequate business continuity" - should remain as yellow due to the recent water crisis.
- Ownership of Risk 11 - "the failure to ensure that increased delegations are managed" - now rests with TMT and will incorporate actions coming out of previous PAC hearings.
- For the next Risk Register, consideration should be given to adding the loss of or damage to Invest NI's reputation.

Action

MC to research reputational risk via benchmarking with other organisations and Report back to TMT in March.

Managed Risks

- Risk 3 - "failure to secure funding for Corporate Plan targets" - the degree of risk involved here will be clearer once the budget position has been confirmed.
- Risk 5 - "failure to monitor offers and commitments" - will be reviewed again once the project monitoring exercise is complete.
- The addition of a risk associated with the management of the Short Term Employment Scheme needs to be considered.

It was confirmed that all of the above would be included on the next Board Audit Committee agenda.

8. Water Disruption Issues & Lessons Learned

- A number of issues were raised as a result of the recent water disruption, and our role in the whole process, have direct links to our Business Continuity Plan and it was confirmed that SMP and HR are liaising to examine how any lessons learned can be incorporated. TMT suggested that the following things should be considered as part of this process

- Fixing the internal Outlook address system so that it carries a full 90 telephone number for staff extensions and has TMT/SMT home telephone numbers in the correct field (currently some home numbers are categorised under "Work").
- A number of staff do not have the email facility enabled on their Blackberry. A check should be done to see if there is a charge associated with doing this and, if it is not too onerous, then the facility should be activated.
- At key holiday times, consideration should be given to a more efficient means of notifying senior managers of other senior managers leave arrangements and their nominated deputies.
- If we were to provide a single contact number in an emergency, would our standard switchboard number suffice or should consideration be given to retaining an 0800 number as a back-up?
- With regard to our websites, who would be the key publishing contacts and can updates to the websites be done remotely and outside working hours?
- Do we need to have a nominated representative/deputy to attend any multi-agency emergency planning meetings?
- Is our database robust and reliable enough to carry out a mass contact exercise at short notice?

9. Major Project Sign-On

- John Bardon joined the meeting and approval to proceed with negotiation on a proposed major project was granted on the understanding that this negotiation should be conducted in the context of the company providing an overall strategic business plan that would capture all potential activities that relate to the company's growth over the period of the plan. This should cover as appropriate R&D and training as well as the job creation initiative discussed today.
- Invest NI's negotiation will include consideration of what is the most appropriate support mechanism to assist the company deliver on its growth plans.

10. AOB

- There was some discussion on the current policy on dress codes within Invest NI and it was agreed to clarify with HR what this was and then report back at a later TMT meeting.

Date of Next Meeting

Tuesday 18th January 2011 @ 09.00, CEO Office

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Tuesday 18th January 2011

Attendees: Alastair Hamilton, Mel Chittock, Jeremy Fitch & Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Apologies

Tracy Meharg

2. Minutes from Previous Meeting and Outstanding Actions

The Minutes of the meeting held on 13 January 2011 were agreed with some minor amendments.

3. Principles on WIP and RAM

- Operational MDs are meeting during week commencing 24th January to review current WIP, and will report back to TMT in due course.

Action

2nd February TMT further consider options to manage our projects in an era of reduced budget.

4. BITP

- A meeting is scheduled for 19th January and an update will be provided to TMT on 24th January.

5. Quarter 3 OPMR & DETI PSA Updates

- Damian McAuley and Gerard McNally joined the meeting and provided an overview of progress against targets to the end of quarter 3 along with the data and analysis for the quarterly DETI PSA Update.
- It was agreed that in future, where there are large cases approved but which may not proceed as originally envisaged, TMT will discuss the appropriate reporting action.

- Slippage Reports to include comparative analysis where possible **(SMP)**
- Slippage reports to include lines to take for internal use at O&L meeting. **(SMP)**
- OPMR and DETI updates to be amended to reflect movements in FDI projects. **(SMP)**
- An outline framework for the next PfG period should be developed with indicative draft targets, high-level outputs, baselines etc for the next PfG period. **(DMcA)**
- The issue of outline targets should be added to the next Oversight and Liaison meeting agenda **(DMcA)**
- An options paper should be prepared to consider the feasibility of changing the metric for the measurement of projects from offers approved to offers issued or accepted. This should also consider the impact on our management information systems **(DMcA)**

6. Intensive Monitoring

- William McCulla joined the meeting and presented outline proposals for a revised Intensive Monitoring process. TMT agreed to take forward as recommended.

Action

IM to speak to Bill Scott and agree an appropriate figure for categorising jobs at risk and advise William accordingly.

7. Internal Communications

Peter Harbinson joined the meeting and presented outline proposals for an internal communications strategy. TMT were in agreement that such a strategy was essential for the delivery of Transform and the commitments made in response to the staff survey. It was recognised that the only way such a strategy could be implemented effectively would be through the allocation of an additional dedicated staff resource within the Corporate Communications team.

Action

- Job specification to be finalised (PH)
- Agree appropriate grade for post with HR and expression of interest to be issued (PH/LH)

8. Transform: Values and Behaviours Framework

- Kevin McCann and Alison Gowdy joined the meeting. Kevin provided an overview of the draft Values and Behaviours Framework document. Kevin confirmed that it was hoped that the final version would be ready within the next two weeks and would then be rolled out to staff during February.

9. Transform Update

- Alison provided an overview of progress against the remaining Transform actions. It was confirmed that the Department had now raised some issues with the appraisals methodology criteria despite having initially given their approval to the proposals.

Action

Richard Johnston to prepare a short position paper outlining what has been agreed and the impact on proceeding on this basis.

10. AOB

- Some concern was expressed regarding the various generic Invest NI telephone numbers and where calls are directed to when people ring through on them.

Action

GC to liaise with FM to identify the several numbers in operation and clarify the process for routing calls to the appropriate area of the organisation.

Date of Next Meeting

Monday 24th January 2011 @ 2pm, CEO Office

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Monday 24th January 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Jeremy Fitch & Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Apologies

None

2. Minutes from Previous Meeting and Outstanding Actions

The Minutes of the meeting held on 18 January 2011 were agreed with some minor amendments. The draft Corporate Dress Code policy was circulated and the issue will be discussed at the next TMT. It was agreed that a figure of 10 posts would be acceptable for reporting jobs at risk under the intensive monitoring process.

3. Principles on WIP and RAM

- Was not discussed.

4. BITP

- A separate TMT session on BITP has been arranged for Wednesday 26th January. This will examine staff training, principles and the list of claims currently in process.

5. Filling Vacancies During the Recruitment Freeze

- Liam Hagan joined the meeting and presented a paper outlining the current vacancy pressure points across the organisation. The biggest concern is at Administrative Officer grade and Liam outlined a number of options for addressing this. Before a final decision is taken on how to proceed, TMT requested sight of a list of all the AO posts throughout the organisation.
- It was agreed to proceed with an internal recruitment exercise for a Grade 7 in IRTD. There is pressure to fill a number of posts within the Finance Division and it was agreed to wait on the outcome of the discussions on BITP before making a final decision on how best to resolve this issue.

Action

IM and JF to meet to discuss how the vacant Life Sciences Director post could be best managed temporarily.

LH to prepare list of current Administrative Officer staff for TMT's consideration.

6. Economic Appraisal Methodology

- Alison Gowdy and Richard Johnston joined the meeting. Richard presented an options paper for taking forward the revised methodology. It was noted that the methodology in its original form had been agreed by DETI in August and DFP had asked for clarification on four issues during September, but were generally content with the proposal. However, in November 2010, DETI insisted on removing elements of the proposal which will have a negative impact on FDI R&D projects.

Action

MC to write to David Thomson highlighting Invest NI's concerns with the suggested revisions.

Date of Next Meeting

Wednesday 2nd February 2011 @ 9am, CEO Office

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Wednesday 2nd February 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock & Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Apologies

Jeremy Fitch

2. Minutes from Previous Meeting and Outstanding Actions

- The Minutes of the meeting held on 24 January 2011 were agreed with no amendments.

3. Principles on WIP and RAM

- A further meeting to review WIP will be held during week commencing 7th February.

4. BITP

- A TMT session on BITP was held on 26th January and a subsequent staff briefing session took place on 28th January. Progress is already being made in clearing claims in hand, with a total of 13 claims, amounting to £0.5 million cleared in the last week.
- The BITP team has been restructured with additional resources and roles being allocated at management levels – this will now provide greater oversight and visibility of the whole process and any significant issues as they arise. Weekly progress updates will be prepared every Monday.
- TM and MC are meeting with Niall Casey on 3rd February to discuss how the new team structure is working and to agree who will be responsible for the day to day operational management of the process.

5. Filling Vacancies During the Recruitment Freeze

- It was agreed that the temporary directorship of Life Sciences and Creative division should be trawled on the basis of offering the post for up to a maximum of twelve months. The list of current AO posts throughout the organisation has not identified any significant opportunities for redeployments.

Action

MDs to consider if those AO posts which are currently vacant are absolutely required before a final decision is taken on how best to proceed.

6. Corporate Dress Code

- It was agreed that a new set of guidelines should now be drafted which specifically address the issue of appropriate business dress for client facing staff.

Action

Liam Hagan to draft guidelines and present to TMT.

7. Call for Evidence by NI Select Committee on Enterprise Zones

- It was agreed that Invest NI should send a representative to give verbal evidence to the Committee in early March. TMT felt that the most appropriate person to attend would be Bill Scott.

Action

- IM to discuss and agree with Bill Scott (Evidence sessions are on 2 and 8 March)
- SMP to inform Department that Invest NI intends to provide verbal evidence.
- BS to discuss with CEO prior to attending evidence session.

8. AOB

- TM advised that under FP7 additional responsibility may fall to Invest NI to deliver elements of programmes previously undertaken by DEL. If this were to be the case then there would be resourcing implications for Invest NI.

Date of Next Meeting

Thursday 10th February 2011 @ 9am, CEO Office (Operational) and 12:30 pm (Strategic).

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Thursday 10th February 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock & Ian Murphy,
Jeremy Fitch

In Attendance: Gary Cushnahan (minutes)

1. Apologies

None

2. Minutes from Previous Meeting and Outstanding Actions

- The Minutes of the meeting held on 2 February 2011 were agreed with no amendments.

3. Principles on WIP and RAM

- Was not discussed.

4. BITP

- It was agreed that a further briefing session should be held for client facing staff to allow them to raise any questions they may have with regard to handling BITP cases.

Action

MC to discuss format of new session with Niall Casey

5. Major Project Sign-On – Update

- Gabriel Mooney joined the meeting and presented an update on a major project sign-on case. The case was discussed and TMT agreed that it could be moved forward as recommended.

6. Corporate Dress Code

- Liam Hagan joined the meeting and presented a short outline of the revised corporate dress code. It was agreed that, in the first instance, the introduction of a dress code policy would be best managed through a verbal cascade of the proposals by directors to their teams.

Action

To be discussed at SMT meeting on 10th February. Liam to informally discuss proposals with the union.

7. Short Term Employment Scheme

- Donal Durkan joined the meeting and presented a paper outlining the proposed structure for operating and managing the various elements of the Short Term Employment Scheme. The required staff resources can all be met from redeploying people in existing posts and responsibility for the day to day management of the SFA elements of the scheme will rest with individual directors with Donal acting in an oversight role.
- In taking the project forward TMT agreed the following:
 - The 75% ruling should be applied as a guiding principle rather than an enforced guideline.
 - There should be flexibility across the SFA measures to enable other eligible SFA applications.

(DETI to be notified of both of the above)
 - Targets should be incorporated into the job plans of those directors with ownership of specific measures.
 - Letters of Offer should contain a specific break-clause to allow reallocation of budget if projects aren't progressing.
 - The suggested staff resource plan was considered appropriate.

8. AOB

- It was agreed that a trawl of SMT should be undertaken to assess the scale of Invest NI staff involved in policy creation and the amount of time being spent undertaking such work.

Action

- DMcA to trawl SMT for input.

Date of Next Meeting

9. Wednesday 2nd March, CEO office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – 02nd March 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock & Jeremy Fitch

In Attendance: Gary Cushnahan (minutes)

1. Apologies

Ian Murphy

2. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 10th February 2011 were agreed. SMT should use their judgement to address the appropriateness of the application of the corporate dress code and TMT will review the policy again in six months.
- There was brief discussion on the draft PfG/PSA template which will be discussed in full at the next TMT meeting

Action

Richard Johnston to prepare a short options paper examining if using the PSM is the most appropriate indicator for job quality.

3. Principles on WIP and RAM

- Was not discussed as it is being considered as part of the PfG discussions.

4. BITP

- Niall Casey joined the meeting and talked through an update on progress in processing BITP claims in hand.

Action

A note to issue seeking volunteers to joining the claims work teams for approximately 14 – 16 weeks. TM to discuss with Liam Hagan.

Brian to report weekly on progress of actual achievement against planned achievement to clear Pre-1st October 2010 backlog and reduce Post-October stock to one month within 16 weeks.

Niall to lead on clearance of Pre-October backlog and Brian to lead on Post-October stock reduction.

5. Invest NI Autonomy

- William McCulla and Alison Gowdy joined the meeting and presented a paper outlining the various areas within the organisation where there was scope to develop greater autonomy from DETI.

Action

- WMcC to undertake some best practice benchmarking of the private sector to see how they operate arms length relationships.
- AH to make scene setting presentation to David Sterling. WMcC and AG to draft up some slides in advance.

6. YTD Spend

- Brian Dolaghan joined the meeting and presented a comprehensive update of the current position in respect of capital and resource budgets.

Action

MDs to ensure that, in cases where there are a number of claims to be submitted by a client company, that the appropriate person from Invest NI eg MD/Director/Client Manager is interfacing directly with the appropriate representative of the company to ensure that claims are submitted on time. MDs to also ensure that client teams flag up to Finance any of those client companies particularly sensitive to cash payments.

7. **AOB**

- The agenda item for the next DETI/DEL/Invest NI liaison meeting was agreed.
- The invitees for the forthcoming annual CBI dinner were agreed.

Date of Next Meeting

8. Thursday 10th March (Strategic & Operational), CEO office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Thursday 10th March 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock & Jeremy Fitch,
Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 2nd March 2011 were agreed.

2. Principles on WIP and RAM

- Was not discussed as it is being considered as part of the PfG discussions.

3. BITP

- Niall Casey joined the meeting and talked through the key findings of the evaluation of the BITP programme. TMT agreed that, before the current Programme is closed off and a new one initiated, it will be necessary to ensure that the IREP recommendations have been considered.

4. BITP Claims & YTD Spend

- Brian Dolaghan joined the meeting and provided an update on BITP claims where we are on track, both in terms of accruals and meeting the 16 week target timescale.

5. Reward and Recognition

- Liam Hagan and Alison Gowdy joined the meeting and Liam provided an update on the revised Reward and Recognition Scheme. It was agreed that TMT should perform an oversight role on those staff being nominated to ensure the consistency of application. It was agreed that the new scheme should be launched in tandem with the revised Performance Management process at the end of March.

Action

- Liam to share the analysis of the discretionary bonus scheme with TMT. Liam to discuss the introduction of an appropriate “thank-you” element to the process with the Transform team. Liam to consider the feasibility of the introduction of an on-line element to the process.

6. AOB

- The Chief Executive emphasised the need to continue to be prudent and consistent when incurring travel expenses. MDs are also to continue to seek to minimise the incidence of single tender proposals and to robustly challenge the appropriateness of those that do come forward.

Date of Next Meeting

7. Wednesday 16th March, CEO office, 9am.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Wednesday 16th March 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy

Apologies: Jeremy Fitch

In Attendance: Gary Cushnahan (minutes)

1. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 10th March 2011 were agreed.

2. Principles on WIP and RAM

- Was not discussed as it is being considered as part of the PfG discussions.

3. New Start a Business Programme

- Bill Scott and Patricia Devine joined the meeting and provided an overview of the proposed new streamlined Start a Business Programme including how it will link with STES.

Action

Bill/Patricia to prepare short summary paper comparing current and proposed programmes in terms of both content and output.

4. Preparation for Board Workshop

- Damian McAuley joined the meeting and discussed the proposed format for the forthcoming Board Workshop on the 2011 – 2015 Corporate Plan. It was agreed that the format should follow the proposed PfG's six high-level indicators with the relevant members of SMT putting forward some short slides on each area. Richard Johnston will provide a short scene setting presentation by way of introduction and Alastair will provide an overview of how DETI's Draft Strategic Framework links to our Corporate and Operating Plans.

5. Casework Review Group

- William McCulla joined the meeting and provided a summary of the proposed Casework Review process. The purpose of the review is threefold: to provide assurance that appropriate systems are in place for cases under the new delegated limits, to improve the quality of casework submissions and to increase accountability and personal development amongst client facing staff.

Action

William to consider the points raised above and develop appropriate draft proposals for TMT's consideration.

6. AOB

Mel informed TMT that senior representatives from Barclays would be holding a presentation in Invest NI on capital asset financing and that this would provide an opportunity to network with the bank's executives.

Date of Next Meeting

7. Wednesday 30th March 2011.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Wednesday 30th March 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy,
Jeremy Fitch

In Attendance: Gary Cushnahan (minutes)

1. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 16th March 2011 were agreed.

2. Update on Outstanding Actions

- A meeting has taken place to review the ISMD Hospitality policy which will now be updated and should then be submitted to TMT for final consideration.

Action

Liam to update, liaising with Jeremy as necessary.

3. Managing Corporate Risks

TMT discussed what would be required in terms of revisions to the Corporate Risk Register following its discussion at the last Board Audit Committee. It was agreed that the ownership of and responsibility for Corporate Risks needs to lie with more than one person in the organisation.

Action

Mel to work with CFAAD to develop an updated Risk Register.

4. Emergency Planning

- Liam Hagan joined the meeting and provided an overview of the proposed additions to Invest NI's emergency planning and disaster responsiveness policies. In terms of facilitation of call handling in the event of a crisis, TMT agreed that the proposal to establish an in-house call centre would be the preferred option, however provision should be made to ensure that there is a buffer to divert callers to recorded messages should all lines be busy.
- Liam confirmed that SMT home contact information will now be updated via Outlook contacts.

Action

- Liam to investigate feasibility of introducing a specific calendar is to be added in Outlook which identifies SMT holiday schedules and clearly indicates which staff are deputising in their absence.

5. Board Workshop – Corporate Plan

Damian McAuley joined the meeting to discuss the outworkings of the second Board workshop on the Corporate Plan. It was agreed that, before going back to the Board in April, there should be a much greater focus from TMT and SMP on what our overall strategic direction should be. This should focus on the six key high-level indicators that have been defined by the proposed Programme for Government and in respect of each we need to consider the following:

- Context – where we have come from and where we are now.
- The nature of the current environment and any potential growth areas.
- What is our aspiration to grow.
- What will we do to achieve this growth?

It was agreed that the best way to take this forward would be to develop a short summary piece on each indicator that summarises all of the above.

Action

Damian to sketch out a timeframe for what needs to be done between now and the April and May Board meetings.

Richard Johnston to consider the key issues, priorities and impacts for each indicator – this will then be used by TMT to inform an outline framework for consideration at April Board meeting.

TMT to determine who would be the most appropriate member of the team to act in an oversight role to the planning process.

Any Other Business

- The Chief Executive reminded TMT that, in instances where they are unable to attend high-level meetings such as O&L or DETI/DEL/Invest NI liaison, they should be proactive in ensuring that a deputy is sent or that the Chief Executive is fully briefed on agenda items.
- There is some concern over the accuracy and timeliness of Board Casework minutes.

Action

Mel to consider how these issues can be appropriately addressed.

- Draft Balanced Scorecard to be circulated to TMT.

Action

Gary

Date of Next Meeting

6. Wednesday 6th April 2011.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MEETING – Wednesday 6th April 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy,
Jeremy Fitch

In Attendance: Gary Cushnahan (minutes)

1. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 30th March 2011 were agreed.

2. DETI Organisational Review

- David Sterling joined the meeting and provided TMT with an overview of the DETI organisational review, including the changes to roles and responsibilities at senior management level and some of the potential implications for Invest NI.

3. Corporate Risk Register

- MC presented the Corporate Risk Register updated for Q4 2010/11. A new accountability grid has been developed which TMT approved. An additional risk in relation to the Short Term Employment Scheme was approved for inclusion in the 2011/12 Q1 Risk Register.

4. Corporate Balance Scorecard

- TMT discussed the draft Corporate Scorecard and agreed that it should proceed to be worked up into actual targets which should align with the Corporate Plan.

Action

Draft template to be issued formally to MDs to consider targets at an appropriate level and have appropriate measures of effectiveness. Alison to talk to MDs individually to agree appropriate targets before submitting for full TMT approval.

5. Year-End Spend

- MC provided an update on the current position regarding year-end spend against profiles. If claims continue to come in as forecast then spend will be achieved within the appropriate levels of tolerance albeit with a higher level of accruals than in previous years. The progress of a specific land transaction was noted.

6. Staff Conference 2011

- Peter Harbinson joined the meeting and ran through the proposed outline for this year's Staff Conference. TMT were content with the general format and PH will now liaise with AH to work out more of the details.

7. Any Other Business

- JF to consider further potential client visits and lunch attendees for a proposed forthcoming VIP visit.
- GC to liaise with IT to ensure MDs Blackberry software is upgraded to the most recent available version.
- GC to pass exercise on Invest NI staff involved in policy development to AG and copy to MDs.
- TMT to have sight of provisional year-end job numbers.

Date of Next Meeting

8. Wednesday 4th May 2011.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MONTHLY MANGEMENT MEETING MINUTES – WEDNESDAY 4th MAY 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Jeremy Fitch, Ian Murphy

In Attendance: Gary Cushnahan (minutes)

1. Minutes from Previous Meeting and Outstanding Actions

- The minutes of the meeting held on 6th April were agreed. A short paper on hospitality and gifts has been prepared and will be discussed at the next TMT.

2. Major Project Sign-On

- Noel Mclean and Noel Brown joined the meeting and presented a paper on a new major project sign-on proposal. TMT noted the various risks identified with the project but agreed that it offered the potential for the development of a very strong product that would carry strong linkages to the NI Universities and the construction sector if it were to be developed.
- TMT were content to approve further negotiation on the project up to the financial limit outlined in the project summary paper. It was recommended that a visit to the company's existing plant would be essential and that enquiries should be made with UKTI to see if they have had any contact with the firm.

3. Oversight and Liaison Agenda

- TMT discussed the proposed agenda for the next O&L meeting and suggested a number of amendments. Once approved by DETI, individual owners for the agenda items will be determined amongst TMT.

4. Staffing Issues

- Liam Hagan joined the meeting to discuss the options for filling a number of critical vacancies across the organisation. TMT agreed the following actions:
 - A competition offering internal AOs the opportunity to apply for temporary claims processing posts should be run as soon as possible.
 - Approval was given to employ an external temporary training specialist to provide maternity cover within the L&D team.
 - Approval was given to undertake an external AO recruitment exercise to ensure that the organisation has a sufficient supply that can be drawn on over the coming months.

Date of Next Meeting

- 5.** Thursday 12th May 2011 at 2pm (Monthly Management Meeting)/Wednesday 18th May at 2pm (Operational)

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MONTHLY MANAGEMENT MEETING – THURSDAY 12th MAY 2011

Attendees: Alastair Hamilton, Mel Chittock, Jeremy Fitch, Ian Murphy

Apologies: Tracy Meharg

1. Monthly Management Report for April 2011

The contents of the April 2011 Monthly Management Report were reviewed and noted.

Action

GC to ensure Corporate Communications no longer issue the weekly PR update to Declan Kelly.

Action

TMT felt it would be helpful if HR could attend the next monthly meeting to explain the process for managing long-term absence.

2. Risk Management

- Aine Gallagher joined the meeting and provided an overview of the new Corporate Risk Register and Risk Management process. TMT felt that the proposed structure was appropriate and could help drive forward discussion on Invest NI's autonomy. It was suggested that where risks were identified or amended they should include the date introduced and the date the risk was changed. It was also recommended that some consideration should be given to how the organisation can respond to unexpected or unsighted risks.
- TMT were content to approve the overall approach. It was recommended that it now be presented to the Board Audit Committee with a view to rolling out formally in Quarter 2 of 2011/12.

3. Divisional Performance Updates

- MDs provided brief updates on the key performance highlights/lowlights of their divisions in the last month.

4. **Corporate Scorecard**

- Alison Gowdy presented an update on work on the Corporate Scorecard – a number of targets in the Performance quadrant have now been identified however MDs have still to finally confirm the key targets in the other three quadrants.

Action

MDs to feedback to Alison their suggestions for key targets and performance indicators for each quadrant.

5. **Casework Review Group**

William McCulla joined the meeting and provided an update on the CRG review criteria. A scoring matrix has now been developed and this will be reported through SMP. A one-off test drilling exercise will now be required on caseworks up to 1 June 2011. TMT were content to proceed with implementation as soon as possible.

6. **AOB**

IM provided an update on the Titanic Studios project. It was agreed that, given the scale and complexity of the project, an internal project team would need to be established.

Action

MC/IM to consider which staff would be appropriate within the project team.

Date of Next Meeting

7. Wednesday 7th June 2011 at 9am.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 25th MAY 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy

Apologies: Jeremy Fitch

1. Major Project Sign-On

Keith Johnston and John Hood joined the meeting to present an outline of a major project sign-on. TMT were content to approve negotiation on the project up to a maximum level of support of £1 million – the mix of which should be agreed during negotiations. They also recommended that a number of other issues should be clarified including bank lending levels, residual value of existing premises and confirmation of which bank was acting in support of the administrator on the new premises which have been identified.

Action:

MC to clarify with PSU the specific rules governing support for the purchase of existing buildings.

2. Potential Renewables Project

- TM presented a brief outline of a proposal for a potential renewable energy project based on tidal power. TMT were agreed that such a proposal could bring significant opportunities to Northern Ireland and were content to proceed with working up a project in more detail.

Date of Next Meeting

Wednesday 1st June 2011 at 9am.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 1st JUNE 2011

Attendees: Alastair Hamilton, Mel Chittock, Ian Murphy, Jeremy Fitch

Apologies: Tracy Meharg

1. Minutes of Last Meeting

The minutes of the last meeting were approved with no amendment.

2. Guidance on Materiality

MC presented more detailed guidance on materiality. Some concern was expressed by TMT that some areas of the new guidance were too prescriptive.

Action

MC, JF and IM should have a further separate meeting to discuss any outstanding concerns prior to bringing back to TMT for a final review.

3. Offers Approved/Accepted Metric

TMT reviewed the proposal to move to the measurement of offers accepted rather than offers approved. Some concern was expressed that it could lead to a loss of flexibility, particularly for FDI cases where delays between offers being issued and accepted are outside Invest NI's control.

TMT noted this concern but felt that there was enough flexibility in the measurement process to deal with exceptional circumstances. It was therefore agreed to move to the new metric as a more tangible means of showing the organisation's outputs.

Action

DMcA to develop a communications plan for implementing the move and to commence initial preparatory ground-work via IT and the Corporate Information Team.

4. Managing Long-Term Absence

Liam Hagan joined the meeting and provided an overview of how the organisation monitors and manages short and long-term absence. Whilst Invest NI's absence performance in both respects continues to be well below NICS targets, TMT were keen to see if there was any scope for improving our performance further.

Action

LH to provide an overview of sickness absence trends and consider if any further suggestions could be put forward for managing absence.

LH to circulate annual absence statistics report to TMT.

5. Information Security

LH briefed TMT on the proposals to lock down corporate computers to prevent the use of unofficial external devices etc. TMT expressed some concern at the potential this may have to inhibit staff giving corporate presentations or those working in locations other than headquarters. It was agreed that the proposals should be considered by all of SMT who should be asked for feedback on the operational implications.

Action

LH to prepare note for SMT's consideration prior to re-presenting proposals to TMT.

6. Principles on Corporate Marketing Events and Invest NI Hospitality

MC presented new proposals for managing and monitoring expenditure on corporate marketing and hospitality. JF explained that a process for reviewing forthcoming quarterly expenditure was already in place within his Group and whilst TMT were content with this process, it was agreed that TMT should also have quarterly visibility on any event where expenditure per head would be in excess of specific limits.

Action

JF to ensure process is put in place to provide TMT with quarterly visibility of expenditure which is in excess of specific limits.

7. AOB

IM provided an update on the expenditure to be delivered in conjunction with local councils.

Action

Bill Scott to prepare an outline plan to show how the expenditure will be delivered and managed.

8. Date of next meeting

8th June (Monthly management meeting).

17th June (Operational meeting).

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – FRIDAY 17th JUNE 2011

Attendees: Alastair Hamilton, Mel Chittock, Ian Murphy, Jeremy Fitch
Tracy Meharg

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the last meeting were approved with no amendment.

MC has circulated the revised guidance on materiality for MD comments prior to updating the Board on 21 June. David Sterling will provide feedback to MC directly regarding the changes to DETI's Information Security policies.

2. Evaluations Programme 2011 – 12

Damian McAuley and Ruth Patton joined the meeting and presented an overview of the revisions to the evaluations process along with the evaluation schedule for the current year.

There are two key changes to the process; the development of a new CPD Call-Off contract and, a revised approach to in-house evaluations based on the revised delegated limits. TMT were content to approve the changes but recommended that the appropriate size for each evaluation steering group should be 4 – 6 people.

3. Corporate Balanced Scorecard

Alison Gowdy joined the meeting for an update on the development of the scorecard. TMT agreed the performance metrics for the Customer, People and Business Process quadrants of the new Scorecard. TMT

suggested that detailed background notes should be developed for each individual target explaining how they will be measured.

The Scorecard should also now form the basis for Invest NI's 2011-12 business plan in the absence of Corporate and Operating Plans which cannot be finalised until the full Programme for Government is known (likely to be autumn 2012).

Action

Target owners to be identified by AG and Scorecard then passed to SMP for implementation and development of the one-year business plan.

4. Renewal of IT Systems Maintenance Contract

TM raised the issue of the upcoming need to renew Invest NI's IT systems maintenance contract.

Action

MC to review what we have been doing thus far to address this issue. TM/MC to then discuss way forward with CPD.

5. Date of next meeting

29th June, 3pm.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 29TH JUNE 2011

Attendees: Alastair Hamilton, Mel Chittock, Ian Murphy, Jeremy Fitch
Tracy Meharg

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the last meeting were approved with no amendment.

Materiality

The guidance on materiality has now been agreed subject to some final rewording on length of time and use of judgement.

Action

Mel to reword as appropriate and circulate to Board for information and issue as best practice advice. Implementation of policy to be reviewed again in 12 months.

Offers Accepted Performance Metric

It was agreed that further work on the transition to this metric should be placed on hold until current IT development work on reports for the offers and claims work which is expected to be early September.

Information Security

The Permanent Secretary has still to share with Invest NI the steps that DETI are taking with regard to information security, particularly in respect of document marking.

The Chief Executive emphasised the importance for the organisation of ensuring that Invest NI has in place the appropriate and up to date systems, training and management process for information security.

Action

MC to obtain update from the Permanent Secretary and review current staff training, recommending any areas for improvement. Systems and management process also to be reviewed to ensure that they are fully up to date with all necessary information security requirements.

Corporate Balanced Scorecard

Alison has almost completed the population of the various targets within each segment along with the appropriate measure definitions. This will then be passed to SMP w/c 4th July to allow the drafting of the 2010-11 Operating Plan to begin.

IT Systems Maintenance Contract

An options paper has been prepared and will now be submitted to the Chief Executive for consideration

2. Budget Follow-Up

Brian Dolaghan joined the meeting and provided an overview of the current budget position in respect of existing commitments, work in progress and new business. MDs were asked to consider areas of potential new business that are most likely to be written in 2011-2012 and feed this back to Brian.

Action

Mel to explore feasibility of priming West Belfast industrial site.

3. Sustainable Competitiveness Programme: LED Measure – Transfer of Management to Invest NI.

Bill Scott joined the meeting and provided a summary of the arrangements for the transfer of the Programme to Invest NI. TMT were content to accept the recommendations as outlined in the paper.

4. Date of next meeting

27th July, 9am (monthly management meeting), 3rd August 9am (operational meeting).

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MINUTES OF MONTHLY MANAGEMENT MEETING – WEDNESDAY 27TH JULY 2011

Attendees: Alastair Hamilton, Jeremy Fitch, Ian Murphy Tracy Meharg.

Apologies: Mel Chittock

1. Minutes and Outstanding Actions

The minutes of the meeting of 8th June 2011 were reviewed and approved.

TMT Roundtable Sessions

Action

Include the actions arising from these sessions on the next TMT agenda.

Action

Ian Boylan to assess impact of increasing the 100 mb Outlook mailbox restriction and liaise with Nigel Sands and Damian McAuley on any policy issues.

Invest NI Website

Action

TM to double check that the functionality which was removed when the new website was launched has been reinstated.

2. Evaluation of Property Interventions

Steve Chambers joined the meeting.

- Steve Chambers noted that this paper was for TMT information only. SC highlighted the positive outcome of the evaluation and discussed the lessons learned in going forward.

It was also pointed out that Invest NI's property team has already launched a scheme around opportunity sites.

3. **2011 – 2012 Draft Operating Plan**

Damian McAuley joined the meeting.

- The draft plan was discussed at length and a number of recommendations were made.

Action

Damian McAuley to incorporate the recommendations and return to TMT in the near future.

4. **Corporate Scorecard**

Alison Gowdy joined the meeting.

Alison Gowdy introduced and explained the detail of the revised Corporate Scorecard to TMT.

It was agreed that the 21,000 jobs target would be included; pointing out that this would be updated quarterly.

Action

It was agreed that a second RAG column for a projected annual outturn should be included for the Performance Quadrant (which will align with RAG reports to DETI/PSA etc).

5. **Call Centre Major Project Sign On**

Bill Montgomery and Tracey Walsh joined the meeting.

TW gave an overview of the project to TMT seeking their approval in going forward.

TMT agreed to provisionally "sign-on" this project however TM would like to be briefed in more detail. In the meantime it was agreed the project should progress to appraisal.

6. FDI Project Major Project Sign On

Eamon Mulvenna joined the meeting.

EM introduced the project to TMT, seeking their approval for “sign-on”.

EM emphasised that the project would go forward using Assured Skills.

TMT agreed to “sign-on” this project.

7. Updates from MD Groups

MD's provided brief updates on the key performance highlights/lowlights of their divisions in the last month and the current position for July. In Mel's absence, Alastair provided an update for Corporate Services group.

TM provided an update on Innovation Vouchers.

Action

Tracy to draft a note to AH in relation to the Pooled Innovation Voucher Initiative.

8. AOB

IT Procurement

Action

It was agreed that a resource was required in driving this forward.

Skills Issue

Action

It was agreed that a resource was required to take the lead on this, perhaps for a 2/3 month period, working with DEL. JF to review the resources within his team and return to TMT with some suggestions.

Date of next meeting

Wednesday 3rd August at 9am.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 10th August 2011

Attendees: Tracy Meharg (Acting CEO), Mel Chittock, Ian Murphy, Jeremy Fitch

Apologies: Alastair Hamilton

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 3rd August 2011 were approved with no amendment.

2. Skills Economic Appraisal Framework

Richard Johnston and Caroline Walsh joined the meeting and provided an overview of the proposed new Skills Economic Appraisal Framework (EAF). TMT was content to approve the new framework noting the significant benefit it offered in providing clarity for management decisions to be taken. TMT made two suggestions that should be included in taking the Framework forward. The first was the inclusion of a review date and the second was to use the information provided by the framework as a management reporting tool within the replacement programme for BiTP.

Action:

RJ/CW to include a review date for the skills EAF three years after implementation (circa October 2014) ensure that the BiTP Programme

Manager aggregates results from the skills EAF, reporting annually to the BIS Director and TMT.

3. Responding to the further downturn in the economy

Grainne McCurry and Donal Durkan joined the meeting. TMT discussed a number of potential initiatives to further assist companies cope with the economic downturn. It was specifically noted that there were challenges facing Invest NI in terms of the mechanisms currently available to support those projects which purely safeguarded existing jobs and this was an area which may need to be addressed as companies begin to feel the impact of the renewed downturn.

Action

JF/IM to determine current demand for safeguarding projects across their groups and prepare a short summary overview of the current position.

TMT to consider any further gaps in Invest NI support and any new instruments for job creation/safeguarding.

MC to appoint a policy lead within SMP to ensure that any proposals put forward are within existing policy instruments/identify what new policy instruments would be required.

4. Renewables Project

TM provided a brief update on a proposed renewable project to be located within Belfast and updated TMT on the current status of the proposed development. TMT agreed to consider who would be best placed within Invest NI to lead on taking such a project forward.

Date of next Meeting

Wednesday 17th August 2011 at 3pm (Short update meeting).

TMT Catch Up Meeting – Wednesday 17th August

3pm CEO's Office

Present: Tracy Meharg (Acting CEO), Mel Chittock, Jeremy Fitch

1. Economic Downturn Potential Safeguarding Measures

Patricia Smyth joined the meeting and TMT reviewed the range of potential options available for supporting projects which seek to safeguard jobs. It was agreed that further evidence of demand amongst the existing client base would be needed before approaching the Department with a range of potential options.

Action

- **GC** to liaise with CIT to determine if report can be run in CCMS showing those companies with employment offers which currently have no new jobs recorded as in place or which are behind in meeting job targets.
- **JF** to consider possibility expanding remit of current SFA regulations etc.
- Buying Time/Restructuring **WMcC** to provide clarification on the timing issue within the notification process - i.e. is it before or after support has been provided to individual; larger projects.
- **JF** To ask operational directors for their view on current levels of demand for safeguarding projects amongst the client base.
- **MC** to speak with Damian to determine SMP lead in drafting final submission to DETI.

2. BITP Update

Brian Dolaghan joined the meeting and presented an update on the current status of BITP claims.

Action

- Look again at internal claims process to see if any further efficiencies can be identified. **TM** to discuss with **John McLune**

- **Brian/Niall** to undertake analysis of smaller cases to determine the basis on which initial hourly rates were struck.
- MC/TM/BD/NC to hold separate progress meeting w/c 22 August.

3. Major Project Sign-On: CCMS Reference: 1372

Given the need to act quickly in this case, TMT were conscious that the normal parameters for a major project sign-on were not available and, assuming that there were no material changes in the information previously presented, TMT were content to approve the sign-on without the need for a further detailed review.

4. O&L Update on agenda items

TMT reviewed and approved the agenda for the next Oversight and Liaison meeting to be held on 1st September.

5. Update on Renewables Project and Titanic Studios

Short updates on each project were provided with no action required by TMT at this stage.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 31st August 2011

Attendees: Alastair Hamilton , Tracy Meharg (Acting CEO), Mel Chittock, Ian
Murphy, Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meetings of 10th and 17th August were approved with no amendment. In terms of outstanding issues, the following was agreed;

Information Security

MC to examine the issue of document marking to determine if there is an appropriate standard which Invest NI can adopt in relation to key categorisations such as commercially sensitive, personal protect, personnel in confidence etc.

Contact Numbers in Outlook

TM to clarify with Ian Boylan what is required within the key fields of work, home and mobile telephone numbers in Outlook.

Mailbox Size Limits

MC to check with DMcA that this is being actioned and a note to all staff to be drafted and sent to Anne-Marie for issue via Internal Communications.

2. Venture Capital Report by David Kirk

TMT considered the report issued by David Kirk on venture capital in Northern Ireland and were agreed that certain recommendations contained within merited further exploration. Tim Brundle is due to travel to the U.S. shortly and while there will carry out some research on Y incubators.

Action

CFAAD to report back on Tim Brundle's recommendations and impact on DK's report.

3. Responding to the further downturn in the economy

Patricia Smyth joined the meeting and ran through an update of the findings on the current support mechanisms and options available with the potential to assist safeguarding projects. It was agreed that a paper should now be prepared for the Department's consideration outlining the key options and recommendations.

Action

DMcA to work in conjunction with PS to prepare draft paper. Key issues to be addressed should include:

- evidence of need from across the regional office network.
- feedback from contact with insolvency partners
- productivity vs employment arguments put forward by R. Johnston
- an outline of the various options and Invest NI recommendations

4. Revised Risk Register

MC outlined the most recent additions to the Corporate Risk Register which now includes NI-CO and STES. TMT were content with the new framework and agreed that they now needed to decide on the definitive list of risks to be included on the register.

In respect of the NI-CO risk it was suggested that this be amended to place more emphasis on the risk of a failure of governance as a result of the misalignment of the reporting structure for NI-CO's CEO. When the register is brought forward for the end of the next quarter, TMT will then determine the definitive risks which should be included for going forward.

5. Intensive Monitoring Report

Annesley Harrison joined the meeting and presented the Intensive Monitoring Report for the quarter ending June 2011. TMT suggested that, going forward, the incorporation of trend analysis would be beneficial and were agreed that the report would be very valuable to SMT and that it should therefore now be incorporated into the Monthly Management Report.

Action

GC to ensure that IM is now included in the Monthly Management reporting pack.

6. Sickness Absence Management

Carolyn McKenna joined the meeting and provided an update on Invest NI's approach to managing long term absence. TMT were content that the process is being adequately managed and asked that an update on sickness absence is added to the next SMT agenda.

7. Investors in People Update

Paddy Robb joined the meeting and provided an overview of the findings of the last IIP assessment and an outline of the timetable for the next assessment which will take place in September. TMT suggested that it would be useful to see a detailed action plan for increasing the organisation's status from bronze to silver following the next assessment.

Action

PR to present action plan, timetable and targets for moving organisation to next award level following the outcome of the September 2011 IIP assessment.

8. Major Project Sign-On CCMS Reference: 12037

William McGuinness, Richard Johnston and Noel Brown joined the meeting to present a detailed outline of a proposed R&D project with a total investment value in the region of \$£9 million. TMT were content to offer approval to proceed.

9. Date of Next Meeting

7th September 2011 at 2pm.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 7th September 2011

Attendees: Alastair Hamilton, Tracy Meharg (Acting CEO), Mel Chittock, Ian Murphy, Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 31st August were approved with no amendment. In terms of outstanding issues, the following actions were agreed;

Information Security

MC to draft formal note to DETI seeking advice and key lessons learned from previous information security breaches.

Contact Numbers in Outlook

TM confirmed that a potential solution is now being trialled in the ICT team.

Mailbox Size Limits

Increased mailbox size limits will be actioned and communicated to all staff once the proposals have been signed off by the Knowledge Management board.

2. Evaluation of the Suite of Trade Interventions

Vicky Kell, Maurice Patterson and Damian McAuley joined the meeting and presented an overview of the findings of the evaluation which covered the period 2006 - 2010.

TMT acknowledged that a number of positive recommendations had been made within the evaluation. On the recommendation that a full economic appraisal should be carried out, TMT felt that this was not necessary as the evaluation had already provided enough information to address all the key issues within a comprehensive action plan.

Action

DMcA and RJ to prepare a response to the evaluation authors outlining the rationale for not proceeding with a full economic appraisal at this stage.

3. Responding to the further downturn in the economy

The broad range of proposed actions to address the renewed economic downturn were discussed in full. Alastair emphasised the need to act quickly to ensure that we could meet the needs of companies facing immediate pressures.

It was agreed that TMT should now work to develop a comprehensive action plan which should then be linked to an end to end communications strategy. This should be presented to the Minister for approval. Within the proposed actions already identified, a number would require approval and/or additional policy cover by DETI and these would be raised with the Permanent Secretary on 9th September. At this meeting we will also signal our intention to step up our ability to support safeguarding projects.

The key actions agreed at this stage were:

Initial draft paper to be prepared as framework for discussions with Permanent Secretary on 9th September. This should cover the Restructuring Fund, Loan Fund, Export Credit Insurance Guarantee, proposed removal of Cost Per Job and the acceleration of specific measures under STES. **Action – GC**

A first draft action plan to be pulled together outlining the proposed action, owner, timeframe etc. **Action – GC**

BITP – short summary paper to be prepared outlining how BITP was used very successfully to support safeguarding type projects during the first economic downturn. **Action – TM.**

Export Credit Guarantee Insurance – **Action IM/JF** to clarify what the key issues are for companies in this respect. **IM** to speak informally to FSB, Local Councils etc.

Flexibility of GAP. **Action TM/DMcA** to prepare summary paper outlining what further areas of support could be funded under GAP within the confines of the existing rules for the Programme.

Restructuring Fund. Action – **DMcA** to clarify rule on the transfer of jobs to a newco i.e. can the jobs that are transferred be considered as new jobs?

Changing the structure of Land Sales. **Action – MC** to share current paper on this with TMT.

STES: TMT agreed that the following should now be implemented:

- Removal of the 2k, 3k and 4k banding.
- amend the Letter of Offer so that full grant amount for eligible employees is payable from three months of the project start date and quarterly thereafter
- Proceed with a “slimmed down” application and approval process for offers up to £50k ensuring appropriate guidance and controls are in place.
- Consideration to be given to changing the name of the scheme.

Donal to action.

4. Staff Survey

Paddy Robb joined the meeting and provided a brief overview of the main findings of the 2011 Staff Survey. It was agreed that the report should now be presented to SMT on 15th September and communicated to all staff week commencing 19th September.

5. Date of Next Meeting

Wednesday 14th September 9am, CEO’s Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – THURSDAY 22nd September 2011

Attendees: Alastair Hamilton, Mel Chittock, Tracy Meharg, Ian Murphy,
Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 14th September were approved with no amendment. In terms of outstanding actions the following was noted: Budget Management – a range of proposals is now being finalised for consideration at the next Finance Control meeting.

2. MD Group Updates

MDs provided an update on current key activity within their groups. It was noted that it was particularly important for overseas sales staff to be fully conversant with the impact of any potential reduction in corporation tax.

Action

JF to draft short briefing note for overseas marketplace staff.

3. Monthly Management Report

The Monthly Management Report for August was reviewed. It was agreed that the RAG status of the Employee Engagement Index should be changed to amber/green (action GC). The significant jump in client satisfaction (from 88% to 94%) was noted and it was agreed that this should be communicated to staff as a positive news story.

4. Boosting Business

Donal Durkan and Peter Harbinson joined the meeting and the range of proposed activity under the Boosting Business initiative were discussed. All key actions and updates are contained on the master template (Version 3 - 23 September).

5. Enterprise Northern Ireland/ BSP Contract

Sharon Polson and Patricia Devine joined the meeting and provided an update on legal advice received from the Departmental Solicitor with regard to the legal challenge issued by Enterprise Northern Ireland.

Action

SP/PD to prepare a list of options for going forward with interim service delivery of the Programme.

6. Date of Next Meeting

Tuesday 27th September am CEOs Office

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – TUESDAY 27th SEPTEMBER 2011

Attendees: Alastair Hamilton, Mel Chittock, Tracy Meharg, Ian Murphy,
Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 22nd September 14th September were approved with no amendment.

2. Boosting Business

The communications plan for the Boosting Business initiative was reviewed and it was agreed that promotional literature should include the logo and link for nibusinessinfo.

Action

Formal briefing providing an overview of the initiative is now to be prepared for Minister and ETI Committee. GC.

3. NIAO Report on Invest NI Performance

An initial meeting with NIAO has been scheduled for 30th September however TMT felt that this should be postponed to allow Invest NI more time to consider the report in detail. It was agreed that a copy of the full report should be provided to the Board Audit Committee for their consideration. MDs to provide detailed feedback on the report to SMP.

4. Draft Economic Strategy

Invest NI will provide initial comment to DETI on the Strategy by 30 September with the Board being given an opportunity to comment at the next stage of the drafting process.

5. Enterprise Northern Ireland/ BSP Contract

TMT discussed the expiry of the existing contract with Enterprise Northern Ireland on 30th September and the range of options for the temporary operation of the Programme. It was agreed that a final decision would be taken on 29th September following further legal advice.

6. Date of Next Meeting

Wednesday 5th October 9 am CEOs Office

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 5th OCTOBER 2011

Attendees: Alastair Hamilton, Mel Chittock, Tracy Meharg, Ian Murphy,
Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 27th September were approved with no amendment.

2. Outstanding Actions

The actions on Information Security and NIAO Report on Invest NI Performance have been discharged and can be removed from the outstanding actions.

3. Enterprise Northern Ireland/ BSP Contract

IM reported that the interim arrangements for the delivery of the Business Start programme were working well to date.

Action

IM to address the key lessons learned in terms of the handover of large contracts and these factors should be incorporated within any new contract awarded. In particular this should include clarity over the handover procedure at the end of the contract for participant contact information etc.

4. New Complaints Procedure

Damian joined the meeting and presented a revised complaints procedure framework for the organisation. TMT was content to approve the revised proposals and suggested that the electronic form should capture the complainants email address and that access to the procedure should be clear and accessible on Invest NI's website. It was also felt that there may be a training issue for existing staff in terms of identifying complaints, and for new staff the procedure should be built in to the corporate induction training.

Action

Damian to discuss training need with Paddy Robb and develop and appropriate training module for existing staff which can be rolled out via SMT and subsequent Divisional Team meetings.

5. Performance Monthly

PH joined the meeting and presented the proposed format for the monthly staff Performance update. TMT were content to approve the new format subject to a number of suggested revisions.

Action

PH to revise and re-circulate for final TMT approval.

6. Boosting Business

Donal Durkan joined the meeting and ran through an update of the master template of actions under the Boosting Business initiative. A number of further revisions were suggested which will now be incorporated on the template prior to it being formally shared with the Department.

Action

DD to update template and distribute as appropriate.

7. Date of Next Meeting

Wednesday 12th October 9 am CEO's Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 12th OCTOBER 2011

Attendees: Alastair Hamilton, Mel Chittock, Tracy Meharg, Ian Murphy,
Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 5th October were approved.

2. Outstanding Actions

The updating of telephone numbers within Outlook contacts will be incorporated as part of the roll-out of the new mobile phones for relevant staff.

3. MD Group Updates

MDs provided short updates on key activity within each of their groups.

4. NIAO Report on Invest NI Performance

MC reported that Invest NI had a very positive initial meeting with NIAO who will now consider in more depth the key issues and concerns raised. A series of lower-level meetings to clarify specific points will now be held on an ongoing basis.

5. Monthly Management Report

The Monthly Management Report for September was reviewed. TMT asked if the Scorecard section could include the ongoing Actual vs Target trend analysis.

MC to agree with NIAO the wording of relevant audit targets within the Balanced Scorecard.

It was agreed that Anne-Marie should attend the next TM to provide an update on the TMT Open Forums.

TMT also asked if ICT could provide them with an awareness session on the use of various social media including Twitter. Action: GC to arrange.

6. Departmental Liaison

Alastair raised the need to ensure that the strategic touch points with DETI were appropriate and consistent and that appropriate processes were in place to deal with key areas such as potential secondments etc. It was agreed that TMT should spend some time considering the key interfaces at a future meeting and as a start MC is to circulate the revised DETI organisation chart.

7. Date of Next Meeting

Wednesday 19th October at 9am CEO's Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES - WEDNESDAY 19th OCTOBER 2011

Attendees: Alastair Hamilton, Mel Chittock, Tracy Meharg, Ian Murphy, Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 12th October were approved.

2. Business Incubation

William McCulla, Gillian McKenna and Glenn Patterson joined the meeting and presented an overview of the various models of business incubation in the UK, US and RoI. TMT were content to proceed to a full economic appraisal but requested that they have sight of the terms of reference prior to proceeding. TM will inform DETI (G Hutchinson) of Invest NI's intention to proceed.

3. Feedback from TMT Open Forums

Anne-Marie Murphy joined the meeting to present feedback from the various TMT open forums that have been held to date. The majority of feedback received to date from staff has been fairly positive and a number of issues raised have already been addressed with the remainder now incorporated into an overall action plan. It was agreed that the implementation of a formal process for cross functional problem solving should be initiated and trialed across the organisation.

Action

Develop a list of key issues/themes raised in the forums to date along with the action being taken. AMM

Note to issue to Directors to determine if there are any specific issues which could be used to trail the cross functional problem solving process. TM/AMM.

4. Intranet Redesign

Anne-Marie presented an overview of the proposed format and high-level layout of the redesigned intranet. TMT were content to proceed with the redesign but requested that access to the bank of corporate presentations should be very clearly linked with its own specific access. TMT also suggested that OrgPlus should be updated to include photos of all staff.

Action

Anne-Marie to check with HR on any potential legal restrictions to publishing staff photos on OrgPlus.

5. November 2011 Oversight and Liaison Meeting

A number of additions to the agenda for the November O&L were agreed.

Action

GC to liaise with DETI over new agenda additions.

6. Date of Next Meeting

Tuesday 25th October 9 am CEO's Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 16th NOVEMBER 2011

Attendees: Tracy Meharg (Acting CEO), Jeremy Fitch, Mel Chittock, Ian Murphy

Apologies: Alastair Hamilton

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 25th October were approved.

2. Corporate Risk Register

Gillian Sadler joined the meeting and presented an outline of the draft Invest NI risk appetite. TMT felt that the paper was a very useful first draft but that it could be improved further if it provided a clear outline each of the specific risk definitions (“averse” “cautious” etc).

Action

Gillian to prepare outline definitions to allow TMT to consider corporate attitude to risk in more detail. Proposals will then be submitted to the Board Audit Committee and full Board.

3. Date of Next Meeting

Wednesday 24th November 2.30pm CEO’s Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – THURSDAY 24th NOVEMBER 2011

Attendees: Alastair Hamilton, Tracy Meharg, Amanda Braden, Mel Chittock, Ian Murphy

Apologies: Jeremy Fitch

1 Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 16th November were approved.

Action

AB to consider the various options on respect of publication of staff photographs on OrgPlus and bring a recommendation back for TMT's consideration.

2. Corporate Risk Register

Gillian Sadler joined the meeting and presented an updated draft of the Invest NI risk appetite. TMT felt that the quadrant diagram should be amended to show the following as the organisation's attitude to risk:

Financial	–	Minimalist
Reputational	–	Cautious
Infrastructure	–	Cautious
Operational	–	Open

TMT agreed that, subject to the above changes, a recommendation could now be put to the Board Audit Committee.

3. Half-Year OPMR

Damian McAuley and Gerard McNally joined the meeting and presented an overview of Invest NI performance to the end of September 2011.

Performance in most areas has been steady although there is some concern over progress against key jobs, wages and salaries targets.

In light of the fact that the new Programme for Government will run from 2012 – 2015, it was agreed that Invest NI's Corporate Plan should also be aligned with this timescale, and 2011-12 performance will then be incorporated within the overall performance for the first year of the new PfG. It was also noted that CIT and IT will now be working together over the coming months to make the transition to the new Offers Accepted metric.

The following amendments will now be made to the Scorecard for inclusion in the November performance update:

- (i) KPIs should now be aligned to the revised 25,000 jobs target and the Performance quadrant of the Scorecard should include a new section which shows corporate performance against each of the four jobs targets (FDI, indigenous, business starts and Jobs Fund).
DMcA

- (ii) New jobs tables should reflect all jobs e.g. FDI and associated FDI Jobs Fund, Indigenous and associated Indigenous Jobs Fund.
DMcA

Action

- **JF** to detail pipeline, risk assessment, potential actions etc for the 1,085 inward jobs and associated sub-targets (i.e. 795> than the PSM, £69.5 million of investment commitments and £26.9 million of wages and salaries).

- Examine if it is possible to capture information on jobs safeguarded/sustained, particularly through R&D, BITP etc interventions. Benchmark with Enterprise Ireland to see how they record this information. **DMcA/Richard Johnston.**

4. Update on LED Measure

Bill Scott and Patricia Devine joined the meeting and presented an update on progress with the implementation of the new arrangements for the

management of the LED measure. There has been a very positive uplift in commitments to date and over 50 projects yet to be submitted.

5. Delegations- Final Review

William McCulla joined the meeting to present the review of the performance of the delegations process. TMT felt that it would now be helpful to include an update on processing times at divisional level to be included in the Finance Control meeting. TMT were content to accept the various recommendations made and Mel is to consider how these can be incorporated within the context of the work on organisation design. The actions outlined in the paper were endorsed by TMT and are to be taken forward separately by Mel.

6. Investors in People

Paddy Robb joined the meeting and provided a summary of the findings of the recent IIP assessment. TMT noted the positive nature of the report and the fact that, in terms of next steps, the staff survey action plan will touch on a lot of the issues raised as areas for further development.

Action

- Options to be considered for the timing of next staff survey. **AB**
- Findings of IIP assessment should be presented at next SMT prior to being communicated to all staff. **AB/PR.**

7. AOB

Performance Appraisal – Levelling Process

TMT agreed that, as this was the introductory year of the new appraisal process mid-year levelling would not be appropriate, however the process for year-end levelling should commence in January well in advance of the end of the reporting year.

8. Date of Next Meeting

Wednesday 7th December, 10am CEO's office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 7TH DECEMBER 2011

Attendees: Alastair Hamilton, Tracy Meharg, Amanda Braden, Mel Chittock, Ian Murphy

Apologies: Jeremy Fitch

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 24th November were approved.

2. Gifts and Hospitality Policy

Amanda presented an updated draft of the Gifts and Hospitality policy. TMT suggested a number of minor amendments.

Action

- Amanda to amend policy and circulate separately for final TMT approval.

3. 2012 -13 & 2013 – 14 Budgets

Katrina and Darrell joined the meeting to present a snapshot of the current forecasts for budget over the next three years. It was agreed that more detailed analysis was necessary by each of the MD groups before an accurate overview of the complete picture could be ascertained.

Action

- MDs to ask their groups to analyse the forecasts in detail with a view to making as accurate a budget correction as possible at the beginning of 2012/13. In addition, MDs were also asked to consider any further activity that Invest NI could be undertaking which may have a significant budgetary impact. Detailed analysis to be reviewed again at TMT on 15th December.

4. Corporate Plan

An interim draft of the Corporate Plan was reviewed in advance of its submission to DETI on 19th December. TMT agreed to consider further inputs on issues such as scaling, sectors, business incubation and a reference to Boosting Business and responding to the prevailing economic conditions.

Action

- MDs to provide text inputs as appropriate.
- Plan to be checked for consistency and read across with draft PfG and Economic Strategy. **DMcA.**

AOB

Ministerial Diary Appointments for Overseas Engagements

Alastair reminded the team of the importance of ensuring that requests for the Minister to officiate at Invest NI engagements, particularly overseas, should be cleared via Peter Harbinson in the first instance. Approaches should not be made by Divisions directly to the Minister's Private Office.

Date of Next Meeting

Thursday 15th December, 9 am CEO's office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – THURSDAY 15TH DECEMBER 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy, Jeremy Fitch

Apologies: Amanda Braden

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 7th December were approved.

2. FDI Pipeline

Annual targets to now be included in overall new jobs table. **Action: Gary**

3. 2012 -13 & 2013 – 14 Budgets

Katrina and Brian joined the meeting to review the current budget forecasts and analyse brought forward commitments for the next three years.

Action

JF to confirm the accuracy of the calculations for TCT Division's forecasts.

4. Corporate Plan

The latest updates to the Corporate Plan were reviewed and a number of further amendments were suggested. It was agreed that this version of the Plan could now be formally shared with the Department however it should be noted that it was still a work in progress.

Action

- PH to update text where possible prior to submission to Permanent Secretary on 19th December.

Date of Next Meeting

Wednesday 21st December, 9am CEO's office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM

MEETING MINUTES – WEDNESDAY 21ST DECEMBER 2011

Attendees: Alastair Hamilton, Tracy Meharg, Mel Chittock, Ian Murphy, Jeremy Fitch

Amanda Braden

1. Minutes of Last Meeting and Outstanding Actions

The minutes of the meeting of 15th December were approved.

2. 'Phoenix Projects'

Damian McAuley and Allen Martin joined the meeting and presented an outline of the proposed approach to supporting 'phoenix projects'. TMT felt that the organisation should retain the flexibility to intervene in specific circumstances and asked that the paper be reconsidered to include a list of possible interventions and the associated risks, as well as further clarity on paragraph 5 of the paper and its subsequent impact on the wording of paragraph 15. **Action: DMcA/WMcC**

3. 2012 -13 & 2013 – 14 Budgets

Brian and Ian Maxwell joined the meeting to review the current budget forecasts and analyse brought forward commitments for the next three years. It was agreed that a final figure for surrender should be flagged to DETI, subject to final checks by MDs on their group forecasts.

4. Major Project Sign-On CCMS Ref: 101000186196

Stephen Wightman and Paul McCoy joined the meeting to present a major project sign-on case. TMT acknowledged that whilst the proposal was high risk, it was an investment in a strong management team with an excellent track record of delivery and the proposal also offered an excellent opportunity for strong university linkages. TMT were content to provide approval to proceed.

Date of Next Meeting

Thursday 12th January 2012, 9 am CEO's office