

INVEST NORTHERN IRELAND TOP MANAGEMENT TEAM MINUTES 2010

January 11th 2010
February 8th 2010
March 22nd 2010
April 29th 2010
May 17th 2010
June 28th 2010
August 24th 2010
September 6th 2010
September 23rd 2010
October 14th 2010
November 03rd 2010
November 12th 2010
December 22nd 2010

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
Donal Durkan
Bill Scott
Brian Dologhan
George McKinney
Greg Kane

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 11th January 2010 at 09:00

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

In Attendance: Michelle McBride (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 21st December 2009 and Outstanding Actions

Two amendments were made to the minutes. CD to action.

3. Matters Arising

There were no matters arising.

4. Services Strategy

George McKinney joined the meeting. Jeremy Fitch and George McKinney provided an overview of the Services Strategy paper.

Action: George McKinney to become a member the ‘Client Definition Group’ and to be involved in the IREP debate on this issue

Action: Jeremy Fitch and George McKinney to present the Pro’s and Con’s of having a separate Services Strategy versus bringing the companies under the various existing sectors.

George left the meeting.

5. Organisational Structure and Client Churn

Brian Dolaghan, Bill Scott and Donal Durkan joined the meeting.

Brian introduced their findings on the Organisational Structure and Client Churn. He focused on the issue of Churn and the team discussed the 'gateways' into Invest NI for the business base.

Action: The group to work with the appropriate work stream sponsor and to use these findings in relation to the three recommendations regarding IREP.

Brian, Bill and Donal left the meeting.

6. Operating Plan

Damian McAuley and Greg Kane joined the meeting.

Action: Damian agreed to update Appendix B, inserting a 'Projected outturn against Corporate Plan Targets' column as the team requested.

Action: Damian agreed to use the spreadsheet when requesting input from Directors on this.

Action: Jeremy noted that the TMT meeting scheduled for 22nd February needs to be changed (CD)

Action: The team agreed that a high level read out of this information should be provided to the Board (as part of the CEO Report to Board).

Action: The KPI sheet will be discussed by TMT before going to the Board.

7. AOB

- **Weekly Planner**

Agreed: Alison agreed to update the Offers approved information at stage F, not at stage G.

- **Rose Energy Update**

Ian Murphy updated the team.

Agreed: The Minister's statement on 25 January regarding IREP will be released to Invest NI staff that same day.

Action: Alison and the Managing Director's will discuss Project Owner's for IREP Project teams.

Date of Next Meeting: Monday 8 February 2010 in Alastair's office.

Cc Chairman
Damian McAuley
Alison Gowdy
Noyona Chunder
Kevin Johnston
Richard Molyneaux

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 8th February 2010 at 09:00

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 11th January 2010 and Outstanding Actions

One minor amendment to the previous minutes was recommended. Claire.

3. Matters Arising

There were matters arising.

4. Corporate Risk Register

Mel gave an overview of the Corporate Risk Register for quarter ended December 2009.

Action: TMT will review the Corporate Risk Register as part of the Transform programme – Alison.

Action: Minor details within the Managed risks should be updated.

Risk 5 – Change risk name to “Our ability to protect the Organisation through failure to comply with deadlines associated with requests under Access to Information legislation”.

This risk is now fully managed and should revert to “green” for the December 09 update and thereafter reside in the “Managed” Risk Register.

Agreed

Risk 6 – Under how is this risk currently managed – Remove “Ban on taking laptops out of the office without encryption/Grade 3 approval” since all laptops are now encrypted.

Agreed .

Action: Ensure measurement of data in CCMS is undertaken to improve consistency. Compliance issues need to be reviewed and initial reporting by SMP.

Action: TMT noted that risks should be identified within each team and fed into the divisional plan and then into the Corporate Risk Register.

Agreed: TMT agreed to review the whole risk register in greater detail in June 2010.

Agreed: TMT endorsed the Register on the condition that the minor amendments discussed were included.

5. NI Business Info

Noyona Chunder and Kevin Johnston joined the meeting.

Tracy provided an overview of NI Business Info and noted that all government bodies will use the Business Information link. However, Invest NI will be required to look at how NI Business Info is managed.

Kevin presented an overview of NI Business Info website.

TMT asked how the information kept up to date. There is a recurring review process across the government as well as a third party company employed to manage the link.

Kevin advised that, currently, Invest NI writes approximately 80 of the guides

In the future, it is hoped to achieve user personalisation of NI Business Info.

Shared content management system is not localised and this is one of the challenges of the project.

TMT asked if it is envisaged if Invest NI will always manage the site? Kevin advised that there is currently a debate around this, however, at the moment it makes sense to keep it with Invest NI. TMT questioned who owned the policy driver on this? Kevin advised that DETI own it but it has to be driven by the HOCS because it crosses all government departments.

Resource implications with regards to managing NI Business Info further down the line were discussed.

Agreed: This should be included in Invest NI's top five priorities.

6. Digital Communications Strategy

Noyona presented the Digital Communications Strategy.

TMT discussed the details of the presentation.

It was agreed that the strategy should be customer focused.

Agreed: Branding of the various programmes needs to be considered carefully.

Agreed: Research must be conducted irrespective of the Transform programme.

Agreed: Budget proposals for market research should be rigorously reviewed.

In terms of resources, it was advised that there is a good skill base within Invest NI.

UKTI currently spend over 1.5 million on their digital communications strategy.

Agreed: Clarification of link between NI Business Info and Invest NI.

Action: TMT agreed that this would be brought back to TMT for endorsement at a separate session rather than an agenda item at TMT.

Noyona and Kevin left the meeting.

7. Rolling Evaluation Programme 2010 - 2013

Damian McAuley and Richard Molyneaux joined the meeting.

Damian asked for TMT approval of the programme.

It was noted that the programme is very heavily geared towards ICD and questions around the absence of SFA arose.

DMcA pointed out that the Scottish Enterprise has the tools in place for successful evaluation.

It was suggested that INI need to be entirely sure of what should be evaluated.

Agreed: It was agreed to move the Entrepreneurship Development Programme evaluation.

Agreed: NI business Info would remain on the programme but as a smaller evaluation.

TMT agreed to endorse the evaluation.

Damian and Richard left the meeting.

8. Oversight and Liaison Agenda including an update on the O’Kane project.

Action: To include update on Transform programme and IREP lead projects on the agenda for Oversight and Liaison meeting on 9th February 2010.

Action: Raise issue of procurement at the O & L meeting.

Action: Equal pay to be included on the agenda.

Action: Include NI Business Info on the agenda also.

Ian provided an update on the O’Kane project and agreed to update the Department at the O & L meeting.

9. AOB

Invest NI Quarterly Assurance Report:

Action: WIP and accepted offers should only be visible in Board books.

The Weekly Planner was discussed.

Casework Feedback: The Department will feed directly back to Mel. There are quality issues that need to be picked up.

Date of Next Meeting: Monday 8th March 2010 in Chief Executive’s office.

Cc Chairman
Bill Montgomery
William McCulla
Ian Maxwell

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 22nd MARCH 2010 at 08:30

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 8th March 2010 and Outstanding Actions

A couple of minor amendments to the previous minutes were recommended. Claire.

3. Matters Arising

There were no matters arising.

4. Delegated Authority

William McCulla joined the meeting.

William gave an overview of the amendments made since it was last tabled at TMT on 8th March 2010.

It was noted that significant changes are within the Ministerial delegations limit.

Agreed: This should be reviewed in 12 months time.

It was noted that this would substantially reduce the number of cases going to the Department.

Agreed: Paragraph 47 - This should be revised to three SMT members, to include at least one TMT.

Agreed: There should be some guidelines around the term “novel and contentious”.

WMcC left the meeting.

5. Budgetary Management

Ian Maxwell joined the meeting.

MC gave a verbal update to the team.

Ian Maxwell provided an overview of the amendments made since budgetary management last came to TMT on 8th March 2010.

Agreed: The difference between reporting and budgetary management should be clarified.

Action: Ian Maxwell to present a paper on Budgetary Management to the Board.

Action: AH to discuss with David Sterling.

Ian Maxwell left the meeting.

6. Transform – Critical Path

Alison Gowdy gave an overview of the presentation which will go to the Board on 24th March 2010.

A number of minor amendments were recommended – Alison to action.

7. AOB

IM gave an overview of the NI Screen meeting which was held on Friday 19th March 2010.

Date of Next Meeting: Monday 12th April 2010 in the Chief Executive's office.

Cc Chairman
Damian McAuley
Brian Dolaghan
William McCulla
Greg Kane
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – THURSDAY 29TH APRIL 2010 at 09:00

Attendees: Alastair Hamilton
Tracy Meharg
Ian Murphy
Mel Chittock

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

Jeremy Fitch

2. Minutes of the meeting held on 19th April 2010 and Outstanding Actions

A couple of minor amendments to the previous minutes were recommended. Claire to action.

3. Matters Arising

There were no matters arising.

4. PSA Spreadsheet/Operating Plan Final Draft

Damian McAuley, Greg Kane & Brian Dolaghan joined the meeting.

Damian provided an overview of the updates to the PSA targets and the final draft of the Operating Plan.

Agreed: The narrative should maintain the targets in every case.

Agreed: A reference should be made to INI’s response in respect of the economic downturn to protect jobs.

Agreed: Reporting on financial forecasting should include a further year.

Action: It was agreed that PSA targets and the Operating Plan should return to TMT on Tuesday 4th May 2010. MD’s to consider budget allocations and impact upon OP targets for discussion next week.

Damian, Brian, Greg and Gerard left the meeting.

5. Delegated Authority

William McCulla and Alison Gowdy joined the meeting.

William provided an update on Delegated Authority to TMT.

Agreed: It was agreed that WMcC would return to Sub Group and request a single figure across the board re Property Assistance.

Agreed: A number of minor amendments are to be brought back to sub-committee.

Agreed: Go-live date should be brought forward to the end of May 2010.

Agreed: TMT agreed to the Invest NI Casework Committee starting point of <£50k.

William and Alison Gowdy left the meeting.

6. Optimising SFA

Agreed: It was agreed that Optimising SFA would be presented to TMT on Tuesday 4th May at 9:00am.

7. O & L Meeting Action Points

Action: Claire to collate updates on action points.

8. AOB

An update was provided on the IREP Steering Group.

Date of Next Meeting: Tuesday 4th May 2010 at 9am in the Chief Executive's office.

Cc Chairman
Bill Scott
Liam Hagan
John Hume
John Hood
Alison Gowdy
Richard Johnston

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 17TH MAY 2010 at 09:00

Attendees: Jeremy Fitch
 Tracy Meharg
 Ian Murphy
 Mel Chittock

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

Alastair Hamilton.

2. Minutes of the meeting held on 4TH May 2010 and Outstanding Actions

A couple of minor amendments to the previous minutes were recommended. Claire to action.

3. Matters Arising

There were no matters arising.

4. Appraisal Methodology

John Hume, Alison Gowdy and Richard Johnston joined the meeting.

Richard presented the revised proposals.

Action: Alison to request information from Scottish Enterprise.

Agreed: TMT to discuss further the steps taken to reduce processing.

Agreed: Richard to consult with DETI economists on outline proposals.

Agreed: The wages and salaries element in the RCA control period to increase from 1 to 5 years.

Action: RJ to run some cases through revised methodology.

Agreed: Proposal to go to Board for information.

John and Richard left the meeting.

5. Developing Skills Proposition

John Hood and Colin Woods (DEL) joined the meeting.

John provided an overview of the proposition.

Agreed: John to clarify the wording around assured skills and employee training.

Action: It was agreed that the proposition would be presented separately to the Chief Executive.

Action: TMT to examine which WIP projects are eligible for Developing Skills scheme.

John and Colin left the meeting.

6. REDD Development

Bill Scott and Liam Hagan joined the meeting.

Ian and Bill gave an overview of this paper.

Action: Bill and Liam to draft a business case re REDD Development.

7. AOB

Date of Next Meeting: Monday 24th May 2010 in the Chief Executive's office.

Cc Chairman
Damian McAuley
Steve Chambers
Richard Molyneaux
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 28th JUNE 2010 at 09:00

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 21st June 2010 and Outstanding Actions

The minutes were agreed.

3. Matters Arising

There were no matters arising.

4. TMT Monthly Management Report

Gary Cushnahan joined the meeting.

Mel gave an overview of the TMT monthly paper.

Tracy advised that this paper should also be used for Senior Management Team meetings on a monthly basis.

Mel advised that, currently, the teams have been given 5 days after each month end to ensure CCMS is up to date. The Corp Information Team then validate the data over the following two days.

Gary noted that September/October is the target deadline for teams to have reporting processes in place to allow the report to be run 5 days after month end.

Agreed: A divisional sickness report should be included in the report.

Agreed: The FOI report should be reduced/re-formatted.

Action: Monthly Management Report to be circulated to TMT ahead of SMT on Friday 2nd July.

Action: Gary/Damian to formulate an action plan to enable reporting at the end of Day 5. This to be discussed at the next SMT meeting.

Gary left the meeting.

5. New Mechanism for Buying Land from Invest NI

Steve Chambers joined the meeting.

Steve presented the proposals to TMT for discussion.

Agreed: TMT requested that two cases are considered to show the differences in approach between the existing methodology and the new.

Action: Steve to circulate this additional information to TMT and to include more detailed projections over the forthcoming 3 – 4 years if appropriate. To be circulated by e-mail.

Steve left the meeting.

6. Evaluations

Damian McAuley and Richard Molyneaux joined the meeting.

Damian gave TMT an over view of the Evaluations paper.

It was advised that, if the evaluations process was significantly revised, Invest would be required to work very closely with the Department in doing so.

Action: Damian to provide an estimate in relation to internal versus external costs of completing evaluations, to return to TMT.

Damian and Richard left the meeting.

7. AOB

O & L meeting agenda

Alastair asked if there were any items to include in the next agenda O & L meeting agenda.

Agreed: Include Economic Policy Strategy paper under Major Policy.

Agreed: Include BITP under the EU compliance item.

Agreed: Include Statutory Accounts under item 6.

Agreed: Bidding process discussion to be included under item 3.

Transform Risk Log

Alison joined the meeting and provided an overview of the risk log.

Agreed: The risk description, in relation to budgets, should be re-worded for clarity.

Agreed: Alison to circulate to project owners.

Action: Alison to update the Transform risk log each month to include in the Monthly Management Report.

Alison left the meeting.

BITP

Communication surrounding BITP to clients needs to be agreed.

Date of Next Meeting: 11th August 2010 in the Chief Executive's office.

cc Chairman
Damian McAuley
Brian Dolaghan
Gary Cushnahan
Niall Casey
Alison Gowdy
Paddy Robb
Grainne McVeigh

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – TUESDAY 24TH AUGUST 2010 at 09:00

Attendees: Alastair Hamilton
Ian Murphy
Mel Chittock
Jeremy Fitch

In Attendance: Jean McCann (Minute-taker)

9. Apologies

Tracy Meharg.

10. Minutes of the meeting held on 10th August 2010 and Outstanding Actions

The minutes were agreed.

11. Matters Arising

Mel updated the meeting on September Monitoring.

4. Principles and Process on WIP and RAM

Agreed: It was agreed that we should have a single document controlled by Finance and that an agreed shared budget commitment is needed. This will go to FCM then TMT every second week as necessary.

Action: Mel will circulate to MDs for comments by Friday 27th August.

5. Valence PAC Action Plan

Damian McAuley and Brian Dolaghan joined the meeting.

Damian and Brian provided a paper on progress against actions raised at TMT on 21st June. Alastair suggested that recent caseworks be used and to make

suggestions as to how they could be improved. Discussion took place as to who should express views and how these should be reflected.

Agreed: All agreed that the existing section on risks should be replaced by the suggested tabular risk assessment at the start of casework submissions and this should be in place by 1st September.

Action: Damian to put on SMT agenda for 26th September.

Damian to draw out most recent casework training from c. 5 years ago and look at iro reducing duplication etc.

Agreed: Valence Action Plan to be forwarded to Terry Coyne, DETI.

Brian left the meeting.

6. Corporate Plan 2011-2014

Damian presented a draft paper aimed at mapping the way forward.

Agreed: Following discussion it was agreed that Alastair will get a steer from DETI at the Oversight & Liaison meeting on 26th August iro on way forward.

Action: Damian to pull together several slides on key issues to present at Board meeting on 25th August.

Damian left the meeting.

7. Invest NI Honours Bank

Gary Cushnahan joined the meeting.

Agreed: Gary will action as discussed and bring back to TMT.

8. Transform – Performance Framework

Niall Casey and Alison Gowdy joined the meeting.

Niall talked the meeting through his presentation on Performance Management.

Agreed: We should continue to produce PiF.

Action: Niall will do a first cut of what can be measured, in terms of economic impact and bring back to TMT for approval.

Niall left the meeting.

9. Transform – Corporate Behaviours

Paddy Robb joined the meeting and gave an overview.

Agreed: Focus groups will identify and align behaviours for each level by mid September and this will tie in with Step 3 of Leadership Management training on 1st September. Should also link into performance management.

Action: Alastair is keen to see a communications plan and Paddy, Kevin and Alison are working on this and on updating website.

Paddy left the meeting

10. CRM Capability

Grainne McVeigh joined the meeting and gave a presentation.

Agreed: Next steps – build on CCMS.

Action: Grainne to speak to Damian re data testing and OPMR.

Grainne to take forward with David Greer and Niall Casey.

SMP must continue to drive data accuracy and consistency.

Grainne and Alison left the meeting.

11. Transform Risk Log

Action: Alastair will circulate the highs and lows of the staff survey to Board and SMT this week, then on to all staff, thanking them for input.

12. AOB

Alastair updated the team on a Review of 2009/10 which will be published in addition to the Annual Report, via a link.

Agreed: Alastair will circulate seek agreement at Board meeting on 25th August with a view to publishing accounts by the end of same week.

Date of Next Meeting: Monday 6th September 2010 at 9.00am in the Chief Executive's office.

Cc Chairman
Brian Dologhan
William McCulla
Damian McAuley
Alison Gowdy
Noyona Chunder

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – MONDAY 6TH SEPTEMBER 2010 at 09:00

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

2. Minutes of the meeting held on 24TH August 2010 and Outstanding Actions

A minor amendment was made to the minutes. Claire to action.

3. Matters Arising

There were no matters arising.

4. Invest NI Complaints Procedure

TMT discussed the above paper and provided feedback to Mel to allow Damian McAuley to revise accordingly.

Agreed: Response to complaints should be within 24 hours and a resolution within 5 days.

Agreed: This paper should be brought to SMT.

Agreed: An escalation process should be included in the procedure.

5. Transform – Organisational Design

Alison Gowdy and Brian Dolaghan joined the meeting.

Brian gave a presentation to TMT re Organisation Design which was discussed in detail.

Agreed: Brian to incorporate TMT feedback and liaise directly with each MD in going forward.

Brian Dolaghan left the meeting.

6. Portfolio Management

William McCulla joined the meeting.

William provided an overview of the paper to TMT which was discussed in detail.

Action: Invest NI to formally respond to the IREP Steering group on portfolio management, which should include risk management. This should firstly return to TMT for approval.

Agreed: Item 18 to become a separate project.

William left the meeting.

7. Transform Communications

Alison Gowdy and Noyona Chunder joined the meeting.

Noyona requested TMT approval in going forward with this project including the appointment of project sponsors.

Agreed: It was agreed that a project sponsor would be appointed, in each team, for individuals themes.

Agreed: It was agreed that all staff would be briefed in October/November re an update on Transform which would also include a Q & A session.

Agreed: It was agreed that the Intranet would be developed to include a section dedicated to Transform.

8. BITP Exercise

Brian Dolaghan and Damian McAuley joined the meeting.

Brian delivered a summary to TMT of the current position of BITP.

Action: BITP to be tabled at TMT on a fortnightly basis.

9. AOB

Date of Next Meeting: Thursday 23rd September 2010 at 9am in the Chief Executive's Office.

Cc Chairman

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – Thursday 23rd SEPTEMBER 2010 at 09:00

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 6th September 2010 and Outstanding Actions

The minutes were agreed.

3. Matters Arising

There were no matters arising.

4. Principles and Process on WIP and RAM

This is to be tabled at the next TMT.

5. BITP Exercise

This is to be tabled at the next TMT.

6. Knowledge Management

TMT noted this paper.

7. Resource Requirement

Mel to initiate an internal trawl. If unsuccessful, this should return to TMT.

8. AOB

Belfast Data Centre

Agreed: It was agreed that a resource was required to look into this in greater detail. Jeremy agreed to allocate a person from his team to scope out the work involved.

Campaigning for Tourism

TMT were asked if they endorsed the above proposal.

Agreed: TMT agreed to consult with Department in the first instance.

Date of Next Meeting: Monday 27th September 2010 at 2pm in the Chief Executive's Office.

Cc Chairman
Damian McAuley
Bill Montgomery
Steve Chambers
Seamus Anderson
Deirdre Convery
Gabriel Mooney

INVEST NI STRATEGIC TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – Thursday 14th October 2010 at 12:00

Attendees: Alastair Hamilton
Tracy Meharg
Jeremy Fitch
Mel Chittock

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

Ian Murphy.

2. Corporate Social Responsibility

Damian McAuley and Paddy Robb joined the meeting.

Tracey and Paddy introduced the CSR paper.

Damian noted that they were very pleased with staff uptake on CSR.

Agreed: Roles and responsibilities with CSR need to be clarified.

Agreed: It was agreed that an appropriate charity overseas could also be sponsored. (ie India, given Invest’s relationships)

It was noted that specific skill-sets in-house would be matched to various CSR activities for maximum effectiveness.

It was noted that INI is currently working with Business in the Community re progressing CSR.

Agreed: It was agreed that charities would be chosen using a voting system.

It was noted that the branding around this strategy is key.

Agreed: It was agreed that the details around special leave need to be clarified.

3. New Property Solutions

Steve Chambers and Seamus Anderson joined the meeting.

Mel introduced the new/revised property solutions strategy and requested that, if content, TMT endorse the proposals.

Steve provided an overview of the detail of the proposed strategy given the current economic/banking climate.

Seamus ran through the details of the proposals and took any questions/queries from TMT.

Agreed: TMT endorsed the proposed revisions on the basis that they would widen the base of consideration for third party involvement in the development of the site.

Steve and Seamus left the meeting.

4. Prioritisation of Potential Interreg (EU Funding) Applications

Damian introduced the above paper.

Deirdre Convery joined the meeting.

Agreed: It was agreed that management and leadership opportunities need to be included within specific sectors.

Agreed: Deirdre to confer with Life Sciences team re being included in the EU funding pots.

Action: Tracey to arrange a meeting with Fergal O'Moran, Enterprise Ireland.

Deirdre left the meeting.

5. OPMR Q2

KPI information to be updated. See minutes from Operational TMT, dated 14th October 2010.

Agreed: Damian to amend the percentage figures on the table which details Weighting attributed to FDI projects in accordance with stage.

Agreed: Jeremy confirmed that the 6th KPI should move from red to amber.

Agreed: Damian to include a flag in the report as to which papers are sent to the Department.

Damian left the meeting.

6. In-Tune Networks Project Sign-On

Bill Montgomery and Gabriel Mooney joined the meeting.

Gabriel introduced the In-Tune Networks project for TMT endorsement and took any question/queries.

Agreed: TMT agreed to sign-on this project, subject to WIP returning to TMT.

Bill and Gabriel left the meeting.

7. AOB

Board Workshop:

The team discussed the various elements of the proposed agenda and suggested a number of amendments. Damian to action.

Action: TMT to meet in advance of the Board session to discuss and agree the agenda.

Date of Next Strategic TMT Meeting: Friday 12th November 2010 at 12pm in the Chief Executive's Office.

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING

Wednesday 03rd November@ 09.00

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

In Attendance: Margaret Sansome (Minute-taker)

1. Apologies

None.

2. Minutes of the meeting held on 25th October 2010 and Outstanding Actions

The minutes of the previous meeting on 25th October 2010 were agreed as a true and accurate record. There were no matters arising.

3. NI Screen Services – Delivery Options

There was debate and discussion on NI Screen Strategy going forward.

Agreed:

- Stephen Mullen to liaise with DETI to nominate a representative to sit on the NI Screen Working Group

Action:

- Paper for the Minister/Permanent Secretary to be completed for submission by 29th November 2010

4. Single Tender

Ian Maxwell joined the meeting and gave an overview of the main changes to CPD guidance regarding single tenders. The team raised a number of queries. A meeting has been arranged with CPD to discuss the guidance.

Agreed:

- Paragraph 5 to be amended to clarify Invest NI requirements for all single tender submissions.
- Paragraph 7 to be reworded
- Advice from CPD to be incorporated into overall document

Agreed:

- A note will be issued to all staff outlining the requirement for the Accounting Officer (Chief Executive) to approve all single tenders and the updated processes for single tenders over £90,000, to become future policy.
- A further detailed guidance note on wider procurement matters to follow after the meeting with CPD.

5. O & L Agenda

The O&L agenda was reviewed. A number of additions are to be made to the agenda.

Agreed: :

- Agenda to be updated
- Casework process to be reviewed in light of recent submissions.

6. Board Workshop

This agenda item was not discussed.

7. AOB

Staff Survey Action Plan

The team reviewed the current action plan. A discussion ensued. A number of amendments were suggested. The actions need to be tangible.

Agreed: :

- Action plan to be updated and circulated to the team

Budgets & December Monitoring

Brian Dolaghan joined the meeting. A discussion ensued regarding the revenue reduction of £2.5m requested by the Department and the implications of the reduction to the Organisation.

The December Monitoring submission will be submitted to the Department today. Capital (reduced requirements £2.3m and additional receipts £2.7m) will be surrendered. It was agreed that no bids will be made in this monitoring round.

Action:

- Finance to organise a meeting with TMT to review current pipeline/agreed projects and to discuss the various options to deal with the reduction in budget

Date of next meeting: 12th November @ 09.00, Chief Executive's Office.

Cc Chairman
John Hood
Alison Gowdy

INVEST NI STRATEGIC TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – Friday 12th November 2010 at 9:00am

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Minutes from previous meeting and Outstanding Actions

A number of minor amendments were made. Claire to action.

3. DETI Repayables Query

Ian Murphy introduced this paper to TMT for agreement.

TMT provided some feedback for inclusion in the final draft.

Agreed: Tracy to meet with Colin Lewis to discuss.

4. Assured Skills

John Hood and Colin Woods (DEL) joined the meeting and presented the Assured Skills proposals to TMT for their endorsement.

Agreed: TMT endorsed the proposals.

5. AOB

Date of Next Meeting: Monday 22nd November at 2pm in the Chief Executive’s Office.

Cc Chairman

INVEST NI STRATEGIC TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – Friday 12th November 2010 at 10:00am

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

In Attendance: Claire Donaghy (Minute-taker)

1. Apologies

None.

2. Monthly Management Report

TMT discussed this report.

Action: It was agreed that Damian McAuley would present the position of AQ’s at SMT for discussion.

Agreed: Percentage of long term and short term sickness levels should be included in the report.

Agreed: The Management Report to be included on monthly SMT agenda.

3. Matrix Next Steps

Tracy gave a verbal overview of the current status of Matrix and the proposed next steps.

TMT debated and discussed the proposals.

Action: Tracy to send a note to TMT on the options on the future of Matrix for feedback.

4. Board Away Day

Jeremy provided an overview his inward investment presentation for TMT approval.

Agreed: It was agreed that a clear and concise marketing strategy for selling to clients should be clearly outlined.

Tracy provided an overview of both the R & D and Trade Board presentations. Feedback was provided for inclusion in the final presentation.

Ian provided an overview of the of the Board presentation on Indigenous Companies and Encouraging Enterprise. TMT provided feedback for inclusion in the final presentation.

Lastly, Mel gave a synopsis of his Board presentation. Again, feedback was provided for consideration for the final presentation.

5. Corporate Tax Alignment

There was discussion and debate around Corporate Tax Alignment going forward.

6. AOB

Casework:

Action: Damian to produce an options paper with regards Casework protocols and best practice.

Date of Next TMT Strategy Meeting: Thursday 16th December at 11am in the Chief Executive's Office.

Cc Chairman
Damian McAuley
Alison Gowdy

INVEST NI TOP MANAGEMENT TEAM (“TMT”)

MINUTES OF MEETING – Wednesday 22nd December 2010 @ 09.00

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

In Attendance: Margaret Sansome (minute taker)

1. Apologies

None

2. Minutes from Previous Meeting and Outstanding Actions

The Minutes of the meeting held on Monday 16th December 2010 were agreed. The following amendments are to be made;

- Agenda Item 6, name of project to be corrected
- Agenda Item 4, BITP Exercise, the following action to be added the principles circulated to companies to be added to Meridio for client teams to access. Training on the BITP principles to be rolled out in January.
- BITP Progress Reports to be circulated on a regular basis, showing the key headline figures. MC to consider the format and frequency of circulation

3. Corporate Risk Register

Corporate Risk Register

A discussion took place regarding the Corporate Risk Register. The main points to note are;

Risk 11 Failure to ensure increased delegations are managed in line with best practice corporate governance resulting in poor quality/value for money projects being supported. A discussion ensued regarding lessons learned from Public Accounts Committees (PAC) and how these could be reflected within this risk. It was agreed that the overall ownership of this risk should be changed to TMT

Action

- Ownership to be changed to TMT
- MC to consider lessons learned from PAC in relation to Risk 11
- Risk 8 Failure to anticipate and manage the loss to public funds as a result of client companies in financial difficulties. This risk was discussed.

Actions

- Companies at Risk Report to be reviewed quarterly by TMT, commencing January 2010.
- Ownership of Companies at Risk Report to be determined

Risk 10 Meet the governance requirements of the EU's sustainable competitiveness programme 2007-2013. This risk rating of this item was discussed.

Actions

- All to consider current risk rating and forward comments to MC for consideration.

Risk 4 Failure of external communications. It was agreed that the status of this risk should remain unchanged.

Managed Risk Register

Risk 3M Failure to securing funding for Corporate Plan targets. Current budgetary issues and their implications were discussed. The risk rating will be reviewed next quarter once budget allocations have been finalised.

Action

- Risk rating (Risk 3M) to be reviewed March 2011

Risk 5M Failure to monitor letters of offer and financial commitments. A discussion ensued regarding the current IAS reviews on monitoring and letters of offer.

Action

- Risk 5M to be reviewed March 2011 once the IAS audit of monitoring is complete

Risk 4M Failure to manage 3rd Party Relationships. The monitoring of TPOs was discussed.

New Risks

A robust discussion ensued regarding potential new risks to be added. The areas discussed were;

- Reputational Risk
- Changes to Audit Certificate requirements when submitting a claim.

Actions

- Reputational Risk to be reviewed in March 2011
- MC to consider the impact of the changes to the requirements of Audit Certificates when submitting a claim and how this will be communicated externally & internally

4. Principles and Process on WIP & RAM

This agenda item was not discussed.

5. Transform Communicating Performance

Damian McAuley and Alison Gowdy joined the meeting and gave an update on the Transform Communicating Performance. A discussion ensued regarding key stakeholders, visibility of Board Members and the Universities at investment announcements, the language of press releases, the level of engagement with stakeholders and the resources require to implement the recommendations. TMT provided feedback on the project which will be incorporated going forward.

6. Guidance on Materiality

Damian McAuley presented the proposed guidance on materiality. A discussion ensued which focussed on amendments to letters of offer, monitoring, the differences between the current and proposed guidance, delegation levels and the lessons from Public Accounts Committees.

Action

- All to provide feedback to Damian via email
- Paragraph 7 to be inserted prior to paragraph 6

7. Communications & Access EQIA

Feedback was provided on the wording and format of the report.

Action

- Damian McAuley to amend report and forward to the Minister

8. AOB

Brian Dolaghan joined the meeting. The draft budget allocations were discussed. The discussion focused on brought forward commitments, work in progress and the implications for programme funding and the writing of new business over the next two years. Programme for Government targets were also discussed.

Action

- Brian Dolaghan to draft paper on the impact of the draft budget allocations on the organisation by Thursday 23rd December 2010. All to forward any key points for inclusion to Brian.

Date of Next Meeting

Thursday 13th January 2011 @ 09.00, CEO Office.