

# **INVEST NORTHERN IRELAND TOP MANAGEMENT TEAM MINUTES 2009**

**January 22<sup>nd</sup> 2009**  
**February 02<sup>nd</sup> 2009**  
**February 17<sup>th</sup> 2009**  
**March 2<sup>nd</sup> 2009**  
**March 18<sup>th</sup> 2009**  
**March 26<sup>th</sup> 2009**  
**April 20<sup>th</sup> 2009**  
**June 1<sup>st</sup> 2009**  
**July 22<sup>nd</sup> 2009**  
**August 13<sup>th</sup> 2009**  
**September 7<sup>th</sup> 2009**  
**October 5<sup>th</sup> 2009**  
**November 16<sup>th</sup> 2009**  
**December 21<sup>st</sup> 2009**

**The Top Management Team was replaced by the Executive Leadership Team (ELT) in March 2012. ELT minutes can be found in Publications under 'E'.**

FINAL

Cc Chairman  
Damian McAuley  
John Hume (extract)  
Richard Molyneaux (extract)  
Alison Gowdy (extract)  
Steve Chambers (extract)

**INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

**MINUTES OF MEETING – THURSDAY 22<sup>ND</sup> JANUARY 2009  
ROOM 3C02, BEDFORD HOUSE**

Attendees: Leslie Morrison, Chairperson  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

In Attendance: Jill Young (Minute taker)

**1. Apologies**

None.

**2. Minutes of meeting held on 22<sup>nd</sup> December 2009**

The minutes of the above meeting were cleared with one minor amendment.

**3. Use of Equity**

John Hume (Acting Director of Corporate Finance) joined the meeting.

Members noted the reduced usage of Equity and the need to update policy in view of the creation of NISPO.

Agreed: Equity would only be used as an instrument of last resort (with Senior Management sign-off).

Agreed: John Hume to draft paper regarding the use of equity, its principles, the probable resource implications and the options on how to manage it. This paper to come back to the TMT forum.

**4. DETI evaluation programme 09 - 12**

Richard Molyneaux (Evaluations Manager) joined the meeting.

Members noted that this is an annual exercise and Richard was seeking TMT approval for future evaluations.

Agreed: Sectoral evaluations should be removed and covered by PPEs.

Agreed: The proposed requirement to include 'Export Policy' in the evaluation schedule should be replaced by reference to 'Invest NI's Export Programme'.

Agreed: Subject to the above amendments, TMT endorsed the Evaluation timetable.

## **5. Monthly Action Plan**

Alison Gowdy (Head of Corporate Communications) joined the meeting.

Members noted that satisfaction levels from Quarter 3 in 2008 had decreased, although the levels in the January survey had increased on the Quarter 3 position.

Agreed: TMT asked that divisional directors lean on client follow up in areas where considered low.

## **6. Stakeholder Engagement**

Alison Gowdy (Head of Corporate Communications) remained in the meeting

Members noted the draft Stakeholder Engagement Plan for 2009.

Agreed: TMT approved the plan and that it should be passed to the Stakeholder & Communications Board Sub-Group for consideration.

## **7. Special Bonus – Quarterly Update**

Liam Hagan gave an update on the scheme.

Agreed: Future updates to include short statements as to why each bonus has been awarded.

## **8. Phase 2 acquisitions**

Steve Chambers (Head of Property Services Unit) joined the meeting and presented the proposed Phase 2 land acquisition strategy post 2010/11.

Agreed: Members endorsed the proposals.

## **9. AOB**

Update on the Dioxins issue in relation to the Pork & Beef Industry

Members noted Ian Murphy's brief verbal update on the Dioxins issue.

PSA Performance – Monitoring Return

Agreed: TMT to personally clear the PSA Performance Monitoring returns for Q3 2008/09 and return the papers to SMP Division as soon as possible.

Leslie Morrison - Chairperson  
Invest NI Top Management Team  
28 January 2009

FINAL

Cc Chairman  
Damian McAuley  
Bill Montgomery (extract)  
Charles Hamilton (extract)  
Mark Carruthers (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 2<sup>ND</sup> FEBRUARY 2009**

Attendees: Leslie Morrison  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

In Attendance: Jill Young (Minute-taker)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 22<sup>nd</sup> January 2009**

The minutes of the above meeting were approved after agreement on minor amendments.

#### **3. Companies at Risk**

Members noted and discussed the Companies at Risk quarterly update.

#### **4. Principles – Staff travel**

Bill Montgomery (Director of International Investment) joined the meeting.

Agreed: Members agreed, in principle, to the suggested marker hotels in the paper subject to confirmation that the proposal is broadly similar to how the FCO and RDAs operate in practice.

Members noted the request for an increase in the per head rates for corporate hospitality.

Agreed: Bill Montgomery to investigate the possibility of negotiating an Invest NI reduced rate in frequently used restaurants.

## **5. Policy implications of providing support through EU temporary State Aid framework**

Damian McAuley (Director of Strategic Management and Planning), Charles Hamilton (Head of Corporate Governance) and Mark Carruthers (Casework & State Aid Manager) joined the meeting.

Members noted the UK's intention to secure £1 billion of EU State Aid approval under the Temporary State Aid Framework. This is intended to enable financial support to be offered to businesses that are adversely impacted by the economic downturn.

Members discussed the preferred policy criteria that Invest NI would apply to any Northern Ireland allocation, which is estimated to be approximately £20 million.

Agreed: Members agreed that the assistance should only be made available to Invest NI client companies, although agreement on the policy implications will be required by the Minister and DETI. Assistance should be made available by way of grant.

Agreed: Members agreed that there should be no restriction in relation to the size of the qualifying companies.

Agreed: Once approval has been received, this matter should be further discussed by TMT to refine policy intentions.

## **6. Operating Plan Management Report (OPMR)**

Damian McAuley remained in the meeting.

Members noted the Quarter 3 report for 2008/2009.

## **7. AOB**

None.

Leslie Morrison  
Chairperson  
Top Management Team  
05 February 2009

FINAL

Cc Chairman  
Damian McAuley

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – TUESDAY 17<sup>th</sup> FEBRUARY 2009**

Attendees: Leslie Morrison  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch

Apologies: Ian Murphy

In Attendance: Jill Young (Minute-taker)

#### **1. Apologies**

Ian Murphy.

#### **2. Minutes of the meeting held on 2<sup>nd</sup> February 2009**

The minutes were cleared with no amendments.

#### **3. Actions Arising**

Damian McAuley (Director of Strategic Management and Planning) joined the meeting.

Agreed: Members agreed the actions to be updated and removed. Jill to update the paper accordingly.

#### **4. Operating Plan 2009-10: Proposed Timeframe/Content Outline**

Damian remained and Greg Kane (Head of Co-Ordination team) joined the meeting.

Agreed: SMP to commission responses from Director's on their thoughts for the new Operating Plan.

Agreed: The 2009-10 Operating Plan should reflect the current economic climate and how Invest NI is reacting.

Agreed: A SMT workshop will take place in April, upon Alastair Hamilton's (new Chief Executive) approval.

#### **5. Performance Report**

Damian remained and David Greer (Head of Corporate Information Team) joined the meeting.

Members noted the draft copy of the Performance report for 02/03 – 07/08.

Agreed: A draft copy would be distributed to Directors for their thoughts.

Agreed: MD's to respond, with their views, to David Greer by COP Monday 23<sup>rd</sup> Feb.

Agreed: A section to be included, in the Performance Report, on Resources.

## **6. AOB**

### Property Scheme

Members discussed the time constraints on the conditions for sub-letting.

Agreed: Steve Chambers to bring a paper to TMT on this issue.



FINAL

Cc Chairman  
Damian McAuley

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 2<sup>nd</sup> MARCH 2009**

Attendees: Leslie Morrison  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

In Attendance: Jill Young (Minute-taker)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 17<sup>th</sup> February 2009**

The minutes were cleared with no amendments.

#### **3. Review of Economic Development Policy – lines to take**

Damian McAuley (Director of Strategic Management and Planning (SMP)) joined the meeting.

Agreed: SMP to co-ordinate an evidence-based response on the main discussion points of the review.

#### **4. UK Framework for small amounts of Compatible Aid – further discussion**

Damian McAuley remained. Charles Hamilton (SMP Division) joined the meeting.

TMT noted the need to move forward in the planning of Invest NI's view on Compatible Aid.

TMT noted the possibility of Invest NI clients applying for this aid via an application form.

TMT noted that this aid does not have to be constrained by the normal Invest NI rules.

Agreed: Charles Hamilton to draft a paper on Invest NI's way forward in offering this aid to all Invest NI clients. This then should be circulated to TMT for their views.

Agreed: This should be a parallel process with seeking approvals from DETI.

## **5. Invest NI's Equity Approach**

John Hume (Acting Director of Corporate Finance Appraisal and Advisory Division (CFAAD)), Helen Kirkpatrick (CFAAD Executive) and Gillian McKenna (CFAAD Executive) joined the meeting.

TMT members noted the presentation given by Helen Kirkpatrick.

Agreed: John Hume to draft a paper on how Equity should be managed within Invest NI (to include housekeeping issues). This paper then to be brought to the TMT for consideration.

## **6. AOB**

### **Protocols for engagement with Barnett Review Panel**

Agreed: Karen Hastings, currently seconded from Invest NI to the DETI Review Panel secretariat, should liaise with Colin Lewis prior to any information being given to the Review Panel.

FINAL

Cc Chairman  
Damian McAuley

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – WEDNESDAY 18<sup>TH</sup> MARCH 2009**

Attendees: Leslie Morrison  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

Observer: Alastair Hamilton (CEO Designate)

In Attendance: Jill Young (Minute-taker)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 2<sup>nd</sup> March 2009**

The minutes were cleared with no amendments.

#### **3. Matters Arising**

The paper on proposal to seek ISO Accreditation was deferred until a future meeting.

#### **4. Travelcard Initiative**

Liam Hagan (Director of Human Resources) joined the meeting.

Members noted the new proposed travel initiative and the benefits for Invest NI Staff.

Agreed: It was agreed that the initiative should be taken forward as presented.

#### **5. Expenditure year-to-date**

Mel Chittock (Director of Finance) joined the meeting to discuss the up to date position in respect of performance year to date for Programme expenditure and the management of the cash budget.

Agreed: Managing Directors reaffirmed their views that their respective Programme budgets, as adjusted in February Monitoring, would be spent within agreed budget tolerances, if not materially better than this.

Budget positions for 2009/10 were being reviewed by Divisions with returns due back to Finance Division this week.

Agreed: Finance Division will present proposed budget allocations, compliant with the draft 2008/09 Operating Plan, to TMT for consideration early in Quarter 1 2009/10.

## **6. International Sales and Marketing Plan**

Bill Montgomery (Director of International Investment) and Grainne McVeigh (Head of International Sales and Marketing) joined the meeting to present the high level strategic and operating targets of Invest NI's International Marketing & Sales Plan 2009/10.

Members noted the presentation and looked forward to sight of the detailed Plan early in Quarter 1 2009/10.

## **7. Overview of Manufacturing Sector Statistical update by Oxford Economics**

Damian McAuley (Director of Strategic Management and Planning) and Richard Johnston (Economist) joined the meeting.

Members noted the report commissioned by Invest NI and produced by Oxford Economics on the statistical overview of the Manufacturing Sector in NI. In particular they noted the assessment that the productivity of the NI manufacturing sector performs on average, in line with that of the UK as a whole and that Invest NI assistance has had a positive impact on this result.

Agreed: The document should be distributed to the Board, DETI and the Barnett Review Panel for their information.

Agreed: Oxford Economics to draft conclusions and recommendations before the report goes to the Review Panel.

## **8. AOB**

None.

FINAL VERSION

Cc Chairman  
Damian McAuley  
John Hume (extract)  
Helen Kirkpatrick (extract)  
Gillian McKenna (extract)  
Charles Hamilton (extract)  
Richard Johnston (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – THURSDAY 26<sup>TH</sup> MARCH 2009**

Attendees: Leslie Morrison  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

In Attendance: Jill Young (Minute-taker)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 18<sup>TH</sup> March 2009**

The minutes were cleared with no amendments.

#### **3. Investment Management Branch**

John Hume (Acting Director of CFAAD), Helen Kirkpatrick (CFAAD Executive) and Gillian McKenna (CFAAD Executive) joined the meeting.

Members noted the presentation given on proposed organisation of Investment Management within Corporate Finance and Appraisal Division (CFAAD).

Agreed: The proposed structure of the new function was agreed in principle. The Director of CFAAD should come back to TMT in the short term outlining the revised organisation for the Division as a whole, reflecting not only on the investment management function but also the plans to bolster the restructuring and recovery role. TMT noted that two new Executives have been recruited and are likely to start in May, other than these 2 new recruits the new branch will be formed from current staffing levels.

Members noted Helen and Gillian’s excellent work in taking this forward.

#### **4. Credit Crunch Scheme**

Damian McAuley (Director Strategic Management and Planning), Charles Hamilton (SMP) and Richard Johnston (SMP) joined the meeting.

Members noted the proposed Invest NI scheme under the EU Temporary Community Framework for State aid measures.

Agreed: TMT asked that an urgent meeting is arranged with DETI and DFP officials to address the concerns surrounding the proposed use of grant as the funding mechanism, the possibility of including non Invest NI clients in the scheme and the difficulties that would be encountered if funds were required to be bid for in June Monitoring.

Members noted Charles's excellent work in taking this scheme forward.

## **5. AOB**

None.

FINAL

Cc Chairman  
Damian McAuley  
Olive Hill (extract)  
Richard Molyneaux (extract)  
Charles Hamilton (extract)  
Richard Johnston (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 20<sup>th</sup> April 2009**

Attendees: Alastair Hamilton  
Tracy Meharg  
Colin Lewis  
Jeremy Fitch  
Ian Murphy

In Attendance: Jill Young (Minute-taker)  
Claire Donaghy (observer)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 26<sup>th</sup> March 2009**

The minutes were cleared with one minor amendment.

#### **3. Companies at Risk**

TMT noted the report; explaining client companies that were currently being monitored intensively. Jeremy and Ian provided updates on their respective groups.

Agreed: All members of TMT to receive the initial email indicating forthcoming bad news notes. Claire to action.

Agreed: The companies at risk report should be ranked through the following priorities: scale of risk and size of company; the location of the company is also to be recorded. Claire to discuss with Lorraine in IT as to how this can be achieved. MD's to speak to their group about reducing the notes section.

#### **4. Corporate Risk Register**

The team noted the suggested new risk for the 31<sup>st</sup> March 09 Risk Register.

Agreed: Mel to review original documents on the purpose of the Corporate Risk Register (drafted by Deloitte) and the original definition of risk. The term “Partially Managed” defined should also be reviewed.

Agreed: Mel to bring this back to a future TMT meeting to discuss the value of the Corporate Risk Register as a management tool or whether a rethink is required .

Agreed: TMT agreed with the Corporate Risk Register for the 31<sup>st</sup> March 2009. Tracy handed Mel a few hand-written comments to include.

## **5. Budget Allocation**

Members noted the summary table on the 09/10 budget; which was broken down by division.

Members noted that the June Monitoring round would be commissioned in mid May; where Mel advised that it will be necessary to adjust budgets accordingly.

Agreed: Finance to complete the analysis of brought forward commitments.

Agreed: Mel to come back to TMT with the brought forward commitments and likely drawdown. TMT then to decide what action to be taken for June Monitoring.

## **6. Carbon Trust Evaluation Action Plan**

Olive Hill (Director of Technology, Process and Development) and Richard Molyneaux (SMP executive) joined the meeting.

The team noted that this was a retrospective evaluation with no contentious issues; any actions that came from it, Olive’s team are already implementing. This action plan will be going to the Board to note and the ETI committee have requested a meeting on it. Our Minister has recently announced the 3 year funding for the Carbon Trust.

Agreed: The team were content with the recommendations and actions laid out in the paper.

## **7. SMT Away Day**

Agreed: The Operating Plan needs to come back to TMT; Greg to distribute the latest version to TMT; the Operating Plan should be an agenda item on the next TMT.

Agreed: TMT away-day to be organised in the next month and half.

Agreed: SMT away-day will be organised in due course.



## **8. Short Term Aid Scheme**

Charles Hamilton (Corporate Governance Manager) and Richard Johnston (Economist) joined the meeting.

Members noted the Business case, which is to be sent for approval to DFP. Through discussions with Client Executives, Charles identified approx 91 potential projects that could use this scheme; adding up to approx £10M.

Agreed: Paragraph 25 of the Business Case to be removed from the paper.

Agreed: Charles should move forward immediately with drafting the implementation plan.

Agreed: Initially Invest NI should target some £15M towards this scheme.

Agreed: The team were generally content with the Business Case, MDs to forward final comments to Charles and he will ensure that Mel has final sight prior to submission to DFP.

## **9. Business Alliance Presentation**

Alison Gowdy (Head of Corporate Communications) joined the meeting.

The Business Alliance meeting was cancelled due to the non-attendance of two of the high-profile members.

Agreed: Alison Gowdy to re-arrange meeting.

## **10. AOB**

### Board Meeting – response to the Review

Agreed: Alastair to speak to Stephen Kingon regarding possible postponement of this agenda item at Wednesday's Board meeting.

### Contactability

Members discussed the various ways that Clients contact Invest NI Staff, including; business cards, voicemail (alternative contact should be noted), personalised voicemail message, speed of response and out of office email.

Agreed: This topic to come back to the TMT forum for further discussion.

FINAL

Cc Chairman  
Damian McAuley  
Niall Casey (extract)  
Liam Hagan (extract)  
Alistair Moffet (extract)  
Carol Keery (extract)  
Helen Kirkpatrick (extract)  
Gillian McKenna (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 1<sup>st</sup> JUNE 2009 at 09:00**

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

In Attendance: Claire Donaghy (Minute-taker)  
Jill Young (Observer)

#### **1. Apologies**

None.

#### **2. Minutes of the meeting held on 11<sup>th</sup> May 2009**

The minutes were cleared with no amendments.

#### **3. Matters Arising**

Agreed: CD to distribute Board members’ and Senior Management contact list to TMT.

##### Short Term Aid Scheme

Agreed: MC to ensure/oversee smooth running of Short Term Aid Scheme.

##### Barnett Review

Agreed: JF to speak to Damien McAuley in relation to this and recommend that DMcA assess what other agencies do.

#### **4. Annual Training Plan**

Liam Hagan (Director of HR) and Paddy Robb (Head of Training) joined the meeting to ask for TMT approval of the Annual Learning Strategy.

The plan was presented to TMT.

Agreed: LH to amend the plan slightly to include a role based development programme, to progress e-learning and to take in to account Invest NI's vision and values. This revised version should come back to a TMT in the future.

## **5. Office Space**

Liam Hagan remained and Alastair Moffett (Facilities Management) joined the meeting.

Members noted the two options that were presented and the subsequent knock-on effects i.e. delivery time (10 weeks) and minimal disruption during office hours.

Agreed: Members were content to proceed with Option 1.

Agreed: Liam to draw up a Business Case for Option 1 and ensure that it is fully costed and challenged. The Business Case to be brought back to TMT.

## **6. BITP Revised Presentation**

Niall Casey (Director of Business Improvement Services) and David McKeown (Business Improvement Executive) joined the meeting.

Members noted the presentation highlighting the key changes to the BITP guidelines, with the added flexibility of the application process.

Agreed: TMT to review this plan with their operating Directors and provide their comments to Niall Casey by COP Friday 5<sup>th</sup> June.

Agreed: The viability and value for money aspects need to be addressed including the financial appraisal issue.

## **7. Proposals for new VC Initiatives**

John Hume (Acting Director of Corporate Finance), Gillian McKenna (Corporate Finance Executive) and Helen Kirkpatrick (Corporate Finance Executive) joined the meeting.

Members noted the presentation on the revised approach to VCs, which highlighted the co-investment scheme with 4 deals per annum.

Members agreed that, if possible, NISPO should be further funded by a top-up scheme.

Agreed: Members content for this to proceed to Economic Appraisal stage.

## **8. Young Innovative Enterprise Grant Support**

Gillian McKenna remained and Carol Keery (Director of Innovation, Research and Technology) joined the meeting.

Members noted this scheme in partnership with NIPSO.

Agreed: Carol to proceed with the proposed approach for the delivery of assistance outlined in the paper

Agreed: TMT content to move forward with DETI/DFP approval on the basis of this paper.

## **9. AOB**

### IT Issues Overseas

JF notified TMT of the official switch of networks from Orange to Vodafone. JF also noted that TMT and the International team would be supplied with Blackberry's.

Agreed: Update IT connectivity and review monitoring of internet usage.

### Offers and Claims

MC requested short term support during roll-out period.

### Companies at Risk

Ian confirmed that a number of at risk companies in his group would unfortunately be closing within the next few weeks.

### TMT Planning Session

Agreed: Venue for TMT in-house. CD to arrange.

### Knowledge Management Review

TMT would have to be involved in this process.

Cc Chairman  
Damian McAuley  
Greg Kane (extract)  
Gerard McNally (extract)  
Charles Hamilton (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – WEDNESDAY 22<sup>nd</sup> JULY 2009 at 09:00**

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

In Attendance: Claire Donaghy (Minute-taker)

#### **8. Apologies**

None.

#### **9. Minutes of the meeting held on 1<sup>st</sup> June 2009**

The minutes were cleared with no amendments.

#### **10. Matters Arising**

##### Coordination of Minister Invites

A note has been issued from Vicky Kell and Bill Montgomery re invites to the Minister for overseas events and the procedure involved to avoid potential conflicts.

##### Barnett Review

AH provided TMT with an update from his meeting re the review.

##### IT Connectivity/Wider Issues

On-going problems continue to occur. TM to monitor.

##### Office Space

Liam Hagan (LH) to submit business case before the end of the week (24/07/09).  
TMT to decide on their individual office requirements.

LH to consider the use of whiteboards in meetings rooms and to review the following:  
Boardroom layout and noise control.  
Dining room facilities and re-assess the furnishings etc.

### OaCMS

Migration is on-going. Go-live date being pushed back to the next calendar year.  
MC to consider if further support required in line with previous request to TMT.

## **11. L & D Strategy**

The final L & D Strategy was circulated on 8<sup>th</sup> July 09.

## **12. Budgets**

**Agreed: MC** to confirm current budget position at next Finance Control Meeting and ensure that each MD has been briefed on budgets individually.

## **13. OPMR**

AH noted that the OPMR targets did not reconcile with the targets on the TMT overview table.

Greg Kane (GK) and Gerard McNally (GMcN) joined the meeting.

GK summarised that the overall assessment to date (Q1), is fairly positive, however it is at an early stage.

**Agreed: MC.** For future TMT's, an updated TMT schedule should be used to replace the OPMR document. AH requested to insert a colour coded monitoring column in the TMT overview schedule. Also include a forecast outturn target column.

GMcN noted that the movements in figures were brought to the attention of TMT, not necessarily for approval though. GMcN informed members that Directors' would have signed off on these.

**Agreed: MC.** AH requested that this governance process is revised in order to ensure that such movements are always brought back to TMT.

**Agreed: TMT** to consider if both OPMR documents are required or if one will suffice in going forward.

TM noted that the EU programme is not operating at present and will impact the OPMR outturn.

IM pointed out that STAS is being pushed which may impact the local offices.

GK and GMcN left the meeting.

#### **14. STAS Update**

Charles Hamilton joined the meeting.

CH reported that, to date, and 33 applications have been submitted. This is made up of 24 existing clients and 9 which were previously not on the Invest NI client database. The value of offers range from £13.4k to £240k.

It was noted that the first LoO is being processed by Finance at present. Payment period is currently quarterly in arrears.

Overall, CH reported that a number of bigger applications are in the pipeline so the forecast is looking hopeful. AH asked if the teams were being proactive and IM responded that a number of Client Executives feel it is an onerous process. AH reiterated that the relevant information needs to be fed to client executives on a regular basis. TM noted her concern that STAS should only be pushed if it is the necessary means to help the company.

CH left the meeting.

#### **15. Armstrong Medical Land Issue**

IM reported that Armstrong Medical wishes to let out office space within its existing building which is, in effect, a breach of Invest NI's leasing policy. MC expressed concern that if approved, this would lead to distortion in the local market and may disadvantage private sector developers in the Coleraine area. TM agreed with this view. Options: 1) Restrict sub-lease to INI clients. 2) Armstrong Medical M would have to pay INI current commercial value for the duration of the sub-lease.

**Agreed:** Offer to AM under the condition that lease is paid to INI at market value and that the sub-lease is restricted to INI client type companies. Option 15) b as presented in PSU's paper.

#### **16. Honours Issue**

This should be held until the next round of honours being sent to DETI.

TM and JF left the meeting.

#### **17. AOB**

- **NYSE**

NYSE – ready for sign-off. Announcements around this should be treated carefully.

- **NI Screen**

Currently with DFP for approval.

- **Almac**

Case to move forward by end of September. DETI has been fully briefed.

- **Arc21 Breifing Session**

AH met with Arc21 on Monday 6<sup>th</sup> July 09. MC to take and forward and decide who should be included at this briefing session.

- **Swine Flu**

MC confirmed that a note would be issued today (22<sup>nd</sup> July 2009) in relation to advice to staff about swine flu. Disinfectant wipes will be made available around the building. Contracted cleaning services will be asked to disinfect door handles and other such areas.



Cc Chairman  
Damian McAuley  
Liam Hagan (extract)  
Gerard McNally (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – THURSDAY 13<sup>TH</sup> AUGUST 2009 at 09:00**

Attendees: Alastair Hamilton  
Jeremy Fitch  
Ian Murphy  
Mel Chittock

In Attendance: Claire Donaghy (Minute-taker)

#### **1. Apologies**

Tracy Meharg

#### **2. Minutes of the meeting held on 22<sup>nd</sup> July 2009 and Outstanding Actions**

The minutes were cleared with no amendments.

#### **3. Matters Arising**

##### **Coordination of Minister Invites Overseas/General Invites**

Process commenced in July. Bill and Vicky devised the system whereby the Minister’s travel is centrally organised. Corporate Comms centrally organise PR events. A process to ensure there are no clashes could be to 1) Put in a call to the Private office 2) Ensure all requests go through MD’s. Invest NI, likewise, should be made aware of events organised through DETI.

**Action:** Ministerial invite process should be reviewed and raised at SMT.

**Action:** Re-word submissions to Minister for eg, “You have accepted an invite”. This should be tailored for individual submissions. MC.

##### **OaCMS**

**Action:** MC to clarify if MD’s signatures are required on LoO’s.

##### **OPMR**

**Action** - MC to amend TMT overview OPMR schedule to highlight the most pressing areas only. This should be brought back to TMT. The first draft of this should be brought to the Away Day on 25<sup>th</sup> August 2009.

#### **4. NYSE and Bombardier**

Lessons need to be learned from both cases. AH recommends an internal, proactive lessons learned plan.

**Action:** TMT to create lessons learnt plan on the back of case reviews discussions.

#### **5. September Monitoring**

This was covered at the FCM on Wednesday 12<sup>th</sup> August 2009.

#### **6. Scorecard**

Damian McAuley and Gerard McNally entered the meeting.

MC questions the use of the Balanced Scorecard as a Corporate tool. DMcA advised that this is used as an executive tool for TMT, not to drive the organisation. All but four balanced scorecard measures are reported elsewhere. AH recommends that the Balanced Scorecard dashboard is created which represents the top quadrants plus a small number of other separate headline elements.

**Action:** TMT to discuss at the Away Day on 25<sup>th</sup> August 2009 to refine the Balanced Scorecard to represent the priorities only.

#### **7. Corporate Social Responsibility/Business in the Community**

Gerard McNally left the meeting and Liam Hagan joined.

DMcA requests TMT endorsement for a formal CSR strategy and action plan. CSR should be managed centrally to control such a plan and to provide structure and justifications. JF advises that we formalise what is already in place in terms of CSR. To reduce costs, various activities can be implemented on a Saturday. LH suggests that this can be incorporated into team building exercises.

Action: A CSR plan should be formulated and brought back to TMT. LH and DMcA.

Action: A member of TMT should be appointed champion on CSR. LH and DMcA.

Damian and Liam left the meeting.

#### **8. AOB**

a. TMT Away Day

AH confirmed Rockmount, Carryduff, as the venue for TMT Away day on 25<sup>th</sup> August 09.

Cc Chairman  
Damian McAuley  
David Greer (extract)  
Alison Gowdy (extract)  
Liam Hagan (extract)  
Noyona Chunder (extract)  
Nicholas Martin (extract)  
Alistair Moffett

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 7<sup>th</sup> SEPTEMBER 2009 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 13<sup>th</sup> August 2009 and Outstanding Actions**

The minutes were cleared with no amendments.

#### **3. Matters Arising**

##### **IT Issues**

##### **Action:**

TM to investigate current mobile phone issues.

##### **OACMS resource**

**Action** - MC to explore if the resource offered (from TM and JF) is sufficient.

##### **Corporate Social Responsibility**

**Agreed:** TM to become CSR champion.

#### **4. ERDF N + 2 Update**

DMcA joined the meeting.

N + 2 targets are subject to external control. TM believes that ERDF targets can be achieved however, a safety net is required in relation to claims.

**Action:** TM suggests weekly updates on internal processes involved in ERDF.

**Action:** MC to update ERDF issues/targets in the risk register.

#### **5. Update on Knowledge Management Strategy**

It was agreed that this should have high priority within TMT and SMT as it will drive key changes. AH noted that the strategy needs to give some view on CRM. A Knowledge Management system that can be used across the organisation will save time and resources.

**Action:** KM Strategy should be brought to TMT on a regular basis. CD to put on the agenda as on-going.

#### **6. Membership of Change Control for Corporate Reporting**

Agreed: It was agreed that all proposed target changes should revert to TMT.

#### **7. Client Portfolio Report**

David Greer joined the meeting.

Report does not reflect historical data. The notion of sector versus regional was explored. Sectoral teams provide the expertise however clients prefer locally based staff.

**Action:** Include analysis by exports as well as by sector.

**Action:** Include sector information + regional information and the resource against that.

**Action:** Map movement of clients between segments over the last two years.

**Action:** Breakdown tourism chart in relation to segments.

DMcA and David Greer left the meeting.

#### **8. Social Media Marketing**

Alison Gowdy, Noyona Chundur and Nicholas Martin joined the meeting.

It was requested that TMT approve the short term media applications for Invest NI and to consider the development of the digital communications strategy for Invest NI.

It was agreed that the digital communications strategy should be integrated into the Knowledge Management strategy. In the interim, CCMU will consult with UKTI.

AG, NC, NM left the meeting.

#### **9. Business and Finance Awards Nominations**

It was agreed that IM and JF would forward their nominations to Alastair.

#### **10. AOB**

Liam Hagan and Alistair Moffett joined the meeting.

It was agreed that LH and AM would meet individually with MD's to discuss office accommodation plans. MD's should then meet with their Director's and, lastly, a note should be issued to all staff.

LM and AM left the meeting.

AH agreed to follow up on TMT away day.

**Date of Next Meeting: Monday 5<sup>th</sup> October 2009**

Cc Chairman  
Damian McAuley  
Brian Dologhan (extract)  
Alison Gowdy (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 5<sup>th</sup> October 2009 AT 09:00**

Attendees: Alastair Hamilton  
Tracy Meharg  
Jeremy Fitch  
Ian Murphy

In Attendance: Michelle McBride (Minute-taker)

#### **18. Apologies**

Mel Chittock

#### **19. Minutes of the meeting held on 7 September 2009 and Outstanding Actions**

TM noted that the Knowledge Management Strategy final draft report is in and JF and IM have been invited to attend.

IM asked that point 4 is removed from the previous minutes.

**Action- CD**

AH asked that point 7 is reworded as follows:

“It was agreed that all proposed target changes should revert to TMT.”

**Action- CD**

#### **20. Matters Arising**

##### **Office Situation**

##### **Action:**

AH agreed to discuss with MC.

##### **IT Issues**

##### **Action:**

TM agreed to bring a report regarding the IT issues to TMT.

Mobile telephone

**Action:**

TM to follow up on issues with mobile telephone with Ian Boylan.

It was noted that the OACMS resources has now been actioned.

Risk Register action will be taken forward at the Board Audit Committee meeting on 8 October 2009.

**4 . Budget Position 2009/10 & 2010/11**

Brian Dolaghan joined the meeting. He introduced the Budget Position for 2009/10 and 2010/11.

**5. Budget Review 2010/11**

BD explained that this Budget review follows on from the Financial control meeting and asked the team to refer to the papers.

BD outlined the 2010/11 commitments and TMT discussed the impact of possible departmental cuts. TM asked that they focus on the position going forward and AH agreed it is essential that they prioritise. Discussed the possibility of going back to the Department and challenging on this issue. BD pointed out the Revenue Budget is a concern if cuts are implemented.

Action: BD agreed to provide further analyse of Work in Progress to TMT by the end of the week.

(AH and MC to work with Brian on initial return to Department regarding this issue on 6 October).

**6. Pay Review**

AH distributed a note re this item and the team agreed suggestions.

**7. IREP**

- **Follow up to Strategy Day**

AH distributed a paper- "Forward Focus".

The team discussed the Vision and Values proposals and how to take this project forward. The team discussed how this might be facilitated.



Action: TMT to discuss consider facilitation.

AH outlined his thoughts on IREP.

Action: Damian McAuley has started gathering the information and TMT agreed to meet again to discuss IREP. CD to organise a meeting in the next week and half.

VTT- TM

Tourism- JF

Wider business base- IM and AG

Land provision plans- MC

TMT discussed the lessons to be learned in relation to the media coverage of IREP.

Action: TMT to look at options available before next meeting.

## **9. AOB**

Agreed to discuss at the next meeting

- Swine Flu
- Risk Register

**Date of Next Meeting: Wednesday 21<sup>st</sup> October 2009**

Cc Chairman  
Damian McAuley  
Liam Hagan (extract)  
Gerard McNally (extract)  
David Greer (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – WEDNESDAY 21<sup>st</sup> OCTOBER 2009 at 08:00**

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 5<sup>th</sup> October 2009 and Outstanding Actions**

Two minor amendments were made. CD to action.

#### **3. Matters Arising**

Minutes should be issued on intranet as well as internet under the publication scheme.

#### **4. Caller ID**

Liam Hagan joined the meeting.

TMT discussed the options to remove withheld numbers for outgoing calls from Invest NI. Three options as follows:

- 1) Corporate Number
- 2) Individual ID Number – CLI
- 3) Purchase a 0800 number

**Agreed:** It was agreed to proceed with option 2 (CLI).

**Action:** LH to draft and produce a progress plan to come back to TMT.

**Action:** An internal communication plan should be created.

Liam Hagan left the meeting.

## **5. Risk Register**

Mel presented the Risk Register and requested that they collectively re-assess the risk register objectives.

Compliance to organisation values should be incorporated into register.

Management tools should be developed further.

**Agreed:** It was agreed that the following amendments should be made to the Risk Register.

- 1) Delete item 5
- 2) Merge 2 & 6
- 3) Downgrade 8
- 4) 3 should move to purple.

**Action:** Risk Register to be reviewed and brought back to TMT.

## **6. IREP Communications Plan**

**Action:** Damian's paper should be circulated to TMT before being brought to the Board on Wednesday 28<sup>th</sup> October 09.

## **7. Response to Economic Downturn**

TMT discussed going forward with additionality.

STAS scheme.

**Agreed:** Consistent message needs to be agreed in going forward with future budgets. This should be communicated to client managers/executives.

## **8. Capping Overhead Contributions on R & D projects**

Tracy outlined the ERDF fund and the proposed 20% capping.

**Agreed:** All agreed to 20% capping contributions.

## **9. Segmentation of Client Portfolio**

David Greer joined the meeting.

David presented the amended analysis of the segmentation of client portfolio, as requested by TMT. This now represents clients by sector, region and an initial analysis of resource allocation.

**Action:** David to circulate segmentation table, by sector, to TMT.

David Greer left the meeting.

## **10. Review of OPMR and DETI PAS Return**

Damian McAuley and Gerard McNally joined the meeting.

Damian outlined the OPMR targets and progress. TMT made a number of recommendations.

**Agreed:** Tracy to review E2 Graduate placement programme.

**Action:** Pages and individual targets should be numbered for ease of reference.

## **11. AOB**

### **a. CEO Report to the Board**

**Agreed:** Monthly reporting – AH to provide a verbal overview to board of recent activity.

Damian and Gerard left the meeting.

### **b. Swine Flu**

It was agreed that high risk/vulnerable staff need to be monitored.

**Action:** LH to forward Business Continuity Plan to TMT for comments. Plan to return to TMT for review.

**Action:** Swine Flu information should be published on intranet and updated on a weekly basis.

**Date of Next Meeting: Monday 16<sup>th</sup> November 2009 in room 3CO2**

Cc Chairman  
Damian McAuley  
William McCulla (extract)  
Gillian McKenna (extract)  
Helen Kirkpatrick (extract)  
Alison Gowdy (extract)  
Steve Chambers (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 16<sup>TH</sup> NOVEMBER 2009 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 21<sup>ST</sup> October 2009 and Outstanding Actions**

One minor amendment was made. CD to action.

**Agreed:** Outstanding Action No. 1 to be revised to reflect PR Issues of Office Space, incorporating Workplace 2010 protocols.

#### **3. Matters Arising**

There were no matters arising.

#### **4. Role and Policy of the Invest NI and DETI Economists**

There was a general discussion about the roles of the economists both within Invest NI and DETI. The discussion covered the specific areas that each part should be involved in, sign off levels and casework progression.

Reference was made to the possibility of a further development of the RAM to cover newer areas.

**Action:** SMP to provide clarity on policy and revert to TMT. (MC)

#### **5. Corporate Risk Register**

TMT was asked to agree the changes suggested at last TMT meeting.

**Action:** Mel to issue note to Internal Audit Services and Board Audit Committee re updates to Risk Register.

**Action:** TMT to meet at a separate session to discuss going forward with Risk Register.

## **6. Evaluation of Crescent Capital Funds 1 & 2**

William McCulla & Helen Kirkpatrick joined the meeting.

William and Helen provided an overview of the evaluation, including its recommendations, and requested that TMT endorse the report before it is presented to the Board for discussion and then to ETI Committee.

Output against objectives was questioned and it was confirmed that the objectives were met.

**Action:** A report containing the assessment of outputs against objectives should be included prior to taking to Board.

**Action:** Clarification is required around the issue of public appointments process in connection to VC funds.

**Action:** William and Helen to draft guidelines for PR messages/handling re Crescent Capital Evaluation.

William and Helen left the meeting.

## **7. Contactability Policy**

Alison Gowdy joined the meeting.

Alison outlined the main issues in the draft contactability policy paper highlighting response times on telephone, email and mobile.

It was agreed that Alison would make a number of amendments to the policy paper and re-submit to TMT. The paper will then be taken to SMT.

Alison left the meeting.

## **8. AOB**

### **a. Public Affairs Paper**

TMT were asked their opinions on whether this should be handled internally or externally.

**Agreed:** It was agreed that an internal person needs to take ownership of public affairs and proactively drive it forward.

**b. Property Buy Back Scheme**

Steve Chambers and William McCulla joined the meeting.

Steve introduced the Property Buy Back Scheme paper to TMT.

**Agreed:** It was agreed that the policy on the buy back of land would be clarified and would include cases in which there was a material threat of closure and subsequent loss of jobs for reasons other than acute financial hardship. Cases would be assessed on an individual basis.

**Action:** William to produce a template for use in future similar cases.

**c. ASF**

It was noted that a number of ASF projects are in the pipeline. It was agreed that this item would return to TMT at a later date.

**Date of Next Meeting: Monday 21<sup>st</sup> December 2009 in room 3CO2.**

Cc Chairman  
Liam Hagan (extract)  
Donal Durkan (extract)  
Stephen Mullen (extract)  
Richard Molyneaux (extract)  
Damian McAuley (extract)  
Nigel Sands (extract)

## **INVEST NI TOP MANAGEMENT TEAM (“TMT”)**

### **MINUTES OF MEETING – MONDAY 21<sup>st</sup> DECEMBER 2009 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 16<sup>th</sup> November 2009 and Outstanding Actions**

#### **3. Matters Arising**

There were matters arising.

The format of previous minutes was discussed.

#### **4. Boston Comms Link**

Liam Hagan joined the meeting. An options paper, outlining some short and long term solutions, was presented and discussed. It was agreed to:

**Action:** Install an additional 5MB/s line to ease congestion and provide resilience –  
Liam

**Action** – When installation is complete, local staff user feedback to be sought –  
Jeremy

**Action** – ensure that overseas staff is aware of the support arrangements for reporting ICT systems and the procedures for reporting faults. Mel.

**Action** – Gary should be briefed on these steps and asked to monitor the situation –  
Jeremy



Liam left the meeting.

## 5. Budgets

Brian Dologhan joined the meeting.

Brian informed the group that the Executive has agreed their budget position and requested that TMT agree a baseline position in going forward.

Budget allocations for each group was discussed in detail.

**Action:** Clarification of potential budget cuts.

**Action:** Budget allocations need to be measured against outputs on relation to corporate KPI targets. Brian to discuss with SMP.

TMT asked if INI can bid for further budget, on a project by project basis, outside of existing allocations.

**Agreed:** TMT agreed to the proposed baseline allocations.

**Action:** Brian requested that TMT look at including further projects within ERDF to create headroom on base allocations.

**Action:** A corporate communications message needs to be drafted in relation to budgets going forward. Mel.

**Agreed:** It was agreed that a resource would be allocated by Finance/SMP to look at potential sources of additional funding over the coming years. Brian to discuss with Liam.

**Action:** Proceed with Option 1 – a forum to allow TMT to prioritise projects. MD's to come back to TMT with a nominee for each group to take this forward.

Brian left the meeting.

## 6. NI Screen Evaluation

Donal Durkan, Stephen Mullen and Richard Molyneaux joined the meeting.

Stephen explained that he would present an evaluation of NI Screen's current strategy with a view to agreed position on future funding.

NI Screen is not an NDPB. Their Chief Executive is, however, a designated accounting officer.

**Agreed:** TMT endorsed the implementation of a report to the Board for agreement of the Economic Appraisal.

Donal, Stephen and Richard left the meeting.

## **7. Knowledge Management Vision and Strategy**

Damian McAuley and Nigel Sands joined the meeting.

It was advised that all divisions have provided input to this and that approval from TMT was required in terms of the KM strategy in proceeding with the project. A business case for any expenditure would be presented in due course.

**Agreed:** TMT agreed to endorse the KM Strategy. This should however, be accompanied with clear guidelines in terms of implications to staff.

**Agreed:** There is a wider corporate compliance issue which needs to be addressed prior to the development of a new strategy. Damian/Nigel to consider how this could be done.

CRM Solutions – CCMS is not being used to its full advantage and is not used in the overseas offices. Consideration needs to be given to a single unified CRM system incorporating overseas opportunities.

**Action:** CCMS should capture KPI's and RAM reporting. Damian.

It was advised that the Digital Communications strategy should be incorporated into the KM Strategy.

A linkage issue between KPI information and forecasting was identified.

**Agreed:** TMT agreed to proceed with KM plan.

Nigel left the meeting.

## **8. SFA for Large companies**

TMT agreed to this proposal.

Damian left the meeting.

## **9. Business Continuity Plan**

Liam Hagan joined the meeting.

LH advised that the plan covered all the main potential areas of crises.

This plan has been updated to reflect current issues, for example, the swine flu pandemic. This plan was tested during a flood on the premises in early 2009.

Some inconsistencies in deputies. There is a mixture of senior decision makers and staff with specific areas of expertise.

LH advised that the contract with the building included providing alternative office accommodation during a crisis.

**Action:** Liam to update the BCP. A number of changes were suggested:-

Use one body only for crisis management.

The plan should reflect in more detail, the role of TMT during crisis management.

Roles and responsibilities – Graham Davies' previous role needs to be covered in the plan.

The plan should cover the procedure around the use of physical files during a crisis.

**Action:** TMT to discuss Annex C and the partial use of teams in the event of a crisis.

**Action:** TMT should ensure that they retain a copy of this plan for their use at home.

Liam left the meeting.

## **10. AOB**

- a. **Board Away Day Client Visits:** TMT to provide nominations.
- b. **DETI/INI/DEL Liaison Meeting Agenda items:** TM to provide input to AH.
- c. **Monthly Reporting:** Mel advised that monthly report should be strengthened with headline issues discussed at TMT. He would bring a draft reporting pack to TMT early in the New Year.

**Date of Next Meeting: Monday 11<sup>th</sup> January 2010 in room 3CO2**