

CORPORATE PLAN 2016–2019  
&  
BUSINESS PLAN 2016-17

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## **SIB CORPORATE PLAN 2016–2019**

## **Introduction**

22. The purpose of this Corporate Plan is to document the medium term objectives of the Strategic Investment Board (SIB) and describe the corporate strategy it will follow to achieve them. The annual Business Plan develops the Corporate Plan by setting out SIB's targets for 2016-17, the resources it will use and the activities it will undertake.
23. The Asset Management Unit (AMU), which is located within SIB, has produced an Action Plan for its work in 2016/17. This is attached at Appendix A, but is subject to approval by the Asset Management Programme Board. This plan complements, and is entirely consistent with, SIB's Corporate and Business plans.

## **Background**

### ***SIB***

24. *The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003* established SIB in 2003. The legislation created mechanisms and structures that enable ministers to coordinate work across departments and help deliver the new schools, hospitals, roads and other civic infrastructure the region requires in the 21st century.
25. SIB is a company limited by guarantee. It is owned by the Office of the First Minister and deputy First Minister (OFMDFM) and financed from within its departmental expenditure limit. The Board of SIB is accountable, through its Chair, to the First Minister and deputy First Minister.
26. During the period covered by this plan responsibility for the departmental sponsorship of SIB will transfer to the newly-created Executive Office (TEO).

### ***Roles & Responsibilities***

27. SIB supports government departments, local authorities and other public bodies by helping them to:
  - plan infrastructure;
  - deliver major projects; and
  - manage assets.

28. SIB has four key responsibilities. Firstly, it prepares the Investment Strategy for Northern Ireland (ISNI). The ISNI is a rolling ten-year plan that describes the public infrastructure that government intends to deliver. The scope of the ISNI encompasses almost every area of government including education, health, and transport and is the expression of the priorities of the Northern Ireland Executive ('the Executive'). The last revision of the strategy was issued in October 2012. A new version, focusing on strategic outcomes, will be prepared in Autumn 2016, in line with the new Programme for Government, Budget and other strategic Executive documents.
29. SIB has developed expertise and techniques that can assist departments to produce strategic infrastructure planning models. These use large public datasets to inform infrastructure planning decisions by demonstrating the impact of different options for service delivery.
30. SIB stimulates market interest by helping private sector companies to have a clear understanding of the government's investment plans. SIB seeks to develop the market in ways that deliver competitive tension and thus helps the public sector achieve better value for money. SIB manages the ISNI Delivery Tracking System (DTS) and the Executive's ISNI Web Portal ([www.isni.gov.uk](http://www.isni.gov.uk)) to keep supplier markets and other stakeholders, including Ministers, MLAs, and Assembly Committees, informed of the Executive's future infrastructure development plans. Information and activities such as soft market-testing, enhances value for money by encouraging market interest, competition and capacity building. SIB also liaises with the finance industry to advance the Executive's stated aim to encourage the use, where appropriate, of private sector investment in the region's infrastructure.
31. Secondly, SIB assists the public sector to develop and deliver investment programmes and projects. SIB's role is to work in partnership with public bodies to accelerate project schedules and obtain better value for the taxpayer. SIB provides staff to fulfil senior project management and advisory roles in support of partner organisations. Such staff have specialist skills, knowledge and experience that suit them to the particular projects on which they are deployed. SIB focuses on supporting Departments to deliver investment programmes and projects which contribute to achievement of Programme for Government targets. The Business Plan for 2016-17 relates primarily to the Programme for Government 2011-15, as many of the major infrastructure projects undertaken to achieve the stated outputs are still underway. When the new Programme for Government is published in late 2016, the Corporate Plan and Business Plan will be

reviewed and revised to reflect the support required by departments and other organisations to deliver the outcomes agreed by the Executive.

32. Thirdly, SIB contains the Asset Management Unit (AMU). The Executive authorised the establishment of this unit in January 2011. The AMU maintains the ePIMS public sector asset database, assists Departments to develop effective asset management plans and is implementing an Asset Management Strategy for the effective and efficient management of public sector property assets, including the reform of property management. The AMU also helps departments achieve the Executive's programme for raising additional capital for re-investment.
33. Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery; by promoting the use of Social Clauses to improve the social return on investment; by developing specialist skills and capabilities and by carrying out relevant research and analysis.

## Corporate Plan Format

34. The structure and scope of the Corporate Plan is defined in the organisation's Management Statement and Financial Memorandum (MSFM – this was last reviewed in 2012 and is due for a further review in 2016-17) and comprises two elements:

**Section 1** describes the context within which SIB operates. It begins with a review of the organisation's work in 2015/16 and demonstrates how this supported the achievement of the Executive's objectives. It then documents those factors that SIB takes into account when determining how it can best achieve its own targets and meet the needs of its partner organisations. It sets out those issues that may significantly affect the organisation's ability to execute the plan, including an assessment of key risks. Finally, it explains the policy context in which the company operates.

**Section 2** sets out SIB's medium-term corporate strategy. It defines the company's vision, its strategic priorities, objectives and desired outcomes. The section also provides a high-level description of the approach SIB will take to the achievement of these goals and outcomes. The section concludes by documenting the resources the company expects to use to achieve its objectives.

It is intended that during 2016/17 a review of the MSFM will be carried out and in association with that a review of the structure of the Corporate Plan and Business Plan, to make the document more accessible and to align it with the Outcomes Based



Accountability approach being taken by the Programme for Government. The new structure will be reflected in the updated MSFM.

## Section 1: The Business Planning Context

### *Review of 2015/16*

35. During 2015/16 SIB continued to provide advice to Ministers and departments in relation to the articulation and delivery of the Executive's major investment programmes. For the fourth year in succession, SIB has provided assistance (including research, consultancy, project management and other services) to every government department and a range of other partners\*, including agencies, NDPBs and local authorities.
36. In 2015/16 SIB made significant contributions to the success of its partners in the following areas:
- managing projects contained in the Programme for Government such as the Strule Education Campus, the Community Safety College, the Regional Sports Stadiums Programme, Social Housing Reform, Belfast Rapid Transit, e-Cars, Prison Service Reform and the implementation of the Education Authority;
  - supporting other projects with a regional or sub-regional significance such as arc21; Energy Wise; and Urban Villages;
  - continuing to support Belfast City Council and other local authorities in the delivery of investment projects such as the Waterfront Hall Conference Centre, Connswater Greenway and the North West Sports Village; and
  - achieving the Executive's targets for the realisation of capital from surplus assets; the implementation of the Executive's asset management strategy and the reform of property management.
37. A more extensive account of the work of SIB during 2015/16 is set out in Appendix B.

\* The term 'partner' is used here to define those individuals and organisations that SIB supports. Although these are primarily Ministers and government departments, the use of the term encompasses agencies, NDPBs, local authorities and (where requested by departments) third sector organisations.

## ***Implementation of the Investment Strategy***

38. The implementation of SIB's Corporate and Business Plans directly supports the achievement of the objectives of the Executive's *Programme for Government* by helping Departments deliver the investment programmes that Ministers have envisioned, defined and prioritised. As noted above, SIB will review its priorities and outputs in the light of the new Programme for Government, which will be published in Autumn 2016.
39. At the time of writing it is currently expected that around **£1.5bn** will have been invested during the year to end-March 2016. Details of the individual programmes and projects delivered under the Investment Strategy in 2015/16 are contained in Appendix C.
40. It is expected that the Executive will publish a new Investment Strategy following the Assembly elections in May 2016. This will be linked to the infrastructure investment required to deliver the Outcomes set out in the new Programme for Government and the resulting allocation of funds in the Budget.

## ***Assumptions, Constraints and Dependencies***

41. The First Minister and deputy First Minister have set out their expectations of SIB for the year 2016/17 in a letter to the Chairman. These requirements define the strategic direction of the company and provide the context within which SIB's Board determines the company's operating strategy. The letter is attached at Appendix D.
42. SIB's plans are predicated on a set of assumptions. Some of these assumptions have yet to be verified and thus constitute risks and uncertainties that must be managed. Similarly, the company must operate within certain constraints, notably those relating to resources, which influence its ability to achieve its objectives. The Board and management team will monitor these factors and, where necessary, will adapt SIB's plans accordingly.
43. The 2011-15 Programme for Government, published in March 2012, sets out the Executive's policy goals. In accordance with Ministers' instructions, SIB's work will be focused on supporting the delivery of these objectives, in so far as projects are still in delivery during 2016/17 and onwards. Of the seventy-six targets documented in the 2011-15 Programme for Government, SIB has assisted in the delivery of thirteen (18%) during the current mandate. These are listed at paragraph 74 below.

44. Assembly Elections will be held in May 2016 and a new Programme for Government, Budget and Investment Strategy will be agreed and published following the establishment of a new Executive. SIB will review and amend its corporate and business plans in the light of the new Executive's policy priorities to ensure that its support is aligned with the PfG outcomes and indicators.
45. TEO determines the resources made available to SIB and the level of such resource has a significant influence on the capability of the company to meet the needs of its partners. OFMDFM/TEO allocated SIB resources for the financial year 2016/17 in the context of extremely constrained government spending. As a consequence, and consistent with the level of cuts in the core department and other ALBs, SIB's core budget for the year covered by the business plan will be 4% lower than in 2015/16, which was in turn 12.8% lower than in the previous year. However, SIB intends to continue to use co-funding arrangements with its partners that enable it to extend this core funding. In 2016/17 SIB assumes that it will receive some £4.14m (c47% of its budget) through such arrangements.
46. At the time the Investment Strategy 2011-21 was drafted, the Executive instructed SIB and departments to develop plans to attract private investment into public infrastructure. However, significant reductions in current Revenue DEL budgets have increased the opportunity costs of using RDEL to fund projects to the point where Ministers no longer see the use of private capital as appropriate. These plans assume, therefore, that there will be few, if any, traditional revenue funded projects for which SIB's support will be required. However, new funding streams are being developed, including Financial Transactions Capital and the Northern Ireland Investment Fund, which are focused on providing capital funding, equity investment and loan guarantees to the private sector for investment in infrastructure. SIB will continue to provide advice and support to departments and other organisations considering how these innovative funding streams can be used to deliver strategic outcomes in partnership with private sector organisations.
47. Departments have devolved responsibilities to local authorities in areas such as planning, roads, community development and local economic development. In 2015 SIB began a programme of structured engagement with local authorities in order to implement Ministers' direction to provide them with support in these and similar areas. This engagement is expected to lead to further partnership working with local authorities

48. Pressures on the Executive's revenue budget, together with commitments made in the Stormont House and Fresh Start agreements, require departments to transform their approach to the delivery of public services. SIB expects that it will continue to receive requests for assistance with such reform projects.
49. The successful implementation of SIB's plans requires the recruitment and retention of high calibre staff with the knowledge, skills and experience necessary to meet the needs of its partners.
50. The delivery of projects about which there are significant political differences can be problematical. These plans assume that political support will be maintained throughout the planning and delivery of the programmes with which SIB assists.

## ***Policy Considerations***

51. SIB operates in ways consistent with a set of policies that have been defined by the Board and agreed with the Department. These are documented and published on SIB's web site. These policies are also consistent with the principles set out in the Programme for Government (page 25 of the Programme for Government 2011-15 document). The implementation of these policies means that:
- a. SIB will continue to act in accordance with the 'Section 75' equality legislation. Over the course of this plan it will meet all its obligations under these regulations and will be guided by the need to ensure that equality of opportunity, fairness, inclusion and the promotion of good relations is embedded in its work;
  - b. SIB will pursue sustainable development policies and its advisers will ensure that the projects they support pay due regard to sustainability issues;
  - c. SIB will contribute to the implementation of the government's social policies and support initiatives such as "Lifetime Opportunities". Through the organisation's work with procuring authorities it will help ensure that local businesses have the capacity to take advantage of the business opportunities arising from the government's capital spending;
  - d. SIB recognises that there are disparities at sub-regional level in infrastructure provision. SIB will help reduce these in accordance with the priorities set out in the Programme for Government and the Economic Strategy; and
  - e. SIB will meet its obligations under the Freedom of Information Act (2000) and the Environmental Information Regulations (2004). It will continue to publish as much information as possible about its activities as is consistent with the need for commercial confidentiality.

## **Risks**

52. This section examines the major risks arising from the environment in which SIB operates and sets out SIB's response.
53. Although the overall level of capital investment is lower in the current iteration of the ISNI than those that it succeeded, this has not led to a proportionate reduction in the demand for SIB support. On the contrary, demand has risen rapidly to the point where there is a risk that SIB will be unable to respond to all the requests for help that it receives, particularly from organisations other than central government departments. There is an associated risk that SIB may spread itself too thinly across too many projects and that as a result its effectiveness may be diluted. In line with Ministerial expectations, SIB will continue to manage these risks by carefully prioritising its work and focusing support where it will have the greatest beneficial impact on the most important projects.
54. The significant reductions in SIB's core funding will, for the foreseeable future, reduce its ability to provide services to partners that are free at the point of use. SIB will, therefore, continue to seek co-funding from partners where this is required to achieve their objectives. In particular, it will seek to recoup the full costs of providing project management support to partner organisations. In doing so, we will ensure that customers are content with the quality and value of the staff services provided, through formal and informal feedback processes.
55. The AMU's experience has been that asset values are difficult to gauge in the current economic climate. Prices have been highly variable as a result of distressed asset sales, the limited availability of debt and the high yields required by liquid investors. SIB will continue to work to develop the value of the government's surplus assets in order to increase their attractiveness. It will also continue to seek socially valuable alternative uses for assets that are surplus but cannot be sold in current conditions.
56. The improvement in general economic conditions, though welcome, has increased the risk that SIB will be unable to recruit and retain staff with the required experience, skills and knowledge. The organisation is vulnerable to staff being attracted by offers from a newly resurgent private sector. Current policy does not allow the organisation to respond to requests for increased pay. Similarly, SIB's ability to respond positively to the aspirations of its staff to develop their careers and experience is limited. There are more than twenty important programmes and projects, the success of which would be endangered by the sudden loss of key SIB staff. Increased demand for the high-quality

personnel on which SIB depends for its success inevitably means that the market rates for such staff will be subject to upward pressure. This will make it more difficult to recruit staff; require them to be paid more and risks creating disparities between new and with existing staff. Such disparities could leave the organisation open to legal challenge. The Board, including the Remuneration Committee, will keep this issue under review.

57. SIB staff can only operate effectively as part of appropriately staffed and resourced teams established by its partners. There is a risk that plans to reduce the size of the public sector may disrupt such teams and adversely impact on delivery.
58. Procedures put in place by the NICS to satisfy the requirements of the NI Civil Service Commissioners may delay the appointment of SIB staff to roles embedded in departments.
59. Planned legislation that aims to reduce the exploitation of low-paid staff working on 'zero hours contracts' may risk reducing SIB's ability to offer flexible working arrangements to Associate Strategic Advisers (ASAs). SIB has, therefore, amended its contracts with such staff in order to comply with the spirit and letter of such reforms whilst retaining the benefits of the existing model.
60. The Board will continue to monitor these risks and will, as far as is possible within current pay policy, take the action necessary to reduce them.

### ***Sensitivities & Scenarios***

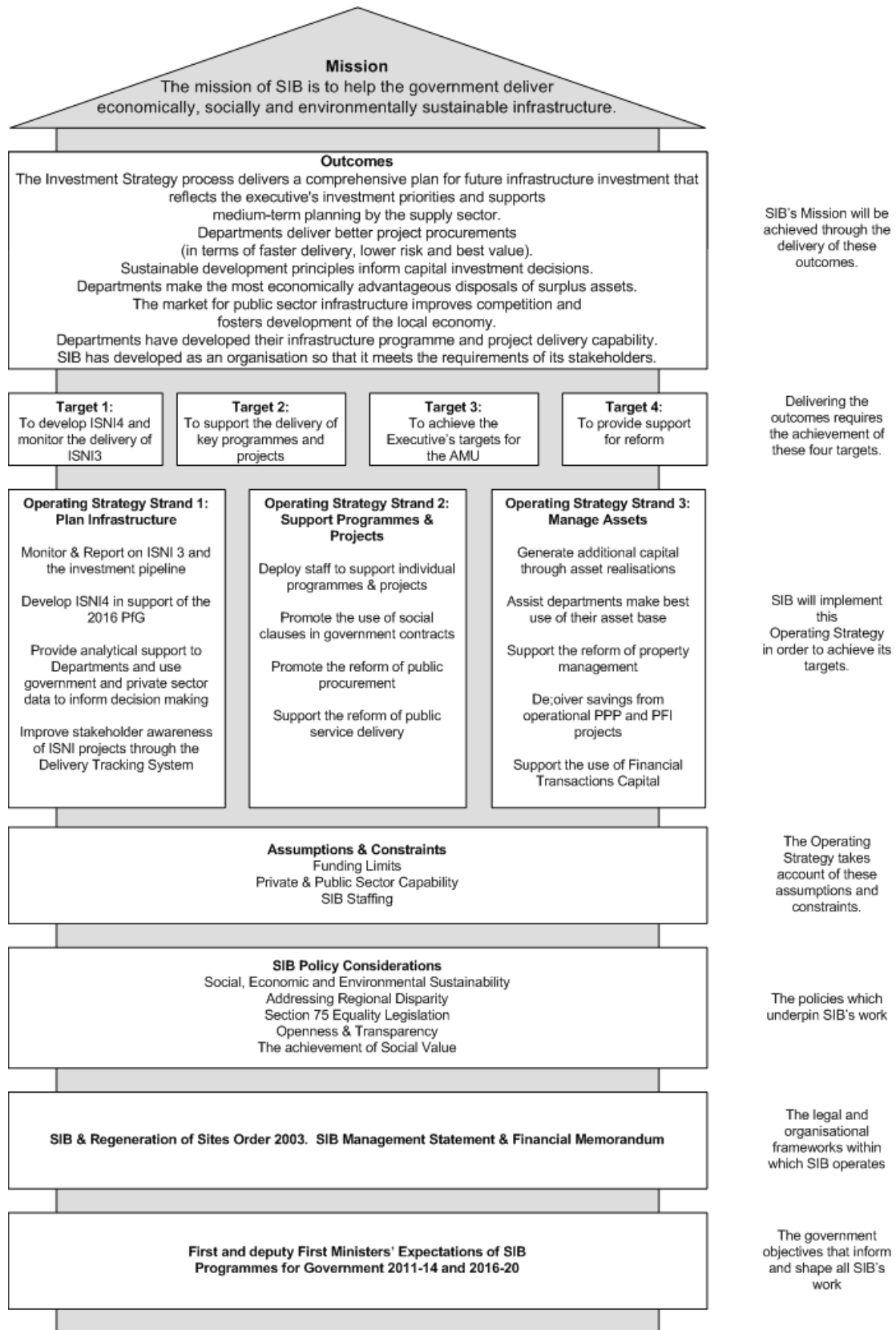
61. The base scenario for the corporate plan is sensitive to the following assumptions:
  - capital investment will be as defined in the Investment Strategy 2011-21, as refined by subsequent Executive budgets and in the new Programme for Government and Investment Strategy when completed;
  - SIB's core funding will be as set out in OFMDFM's/TEO's 2016 budget;
  - partner organisations will continue to be willing to enter into co-funding arrangements in line with new and extant Operational Partnership Agreements (OPAs);
  - SIB will be able to recruit and retain the staff it requires to achieve its objectives; and
  - the public sector will have the appropriately qualified and experienced staff needed to deliver its capital spending plans.



62. Alternative scenarios depict the impact of changes to the assumptions set out above. The scenarios are:
- (a) the pace of investment is further slowed in response to reducing budgets;
  - (b) the resources available to SIB are further reduced in-year;
  - (c) SIB is unable to recruit and/or retain the staff it needs to achieve its objectives;
  - (d) the public sector's capability to deliver infrastructure projects is eroded through the loss of staff under the terms of the Voluntary Exit schemes; and
  - (e) the pace of investment is accelerated as capital budgets are increased, leading to increased demand for SIB support.
63. The response to scenario (a) would be to focus on maximising the value of those projects that do proceed. The analytical work of the ISNI team will be particularly important as Ministers' requirements for independent and objective advice on the prioritisation of projects become more pressing.
64. If SIB's resources are further reduced (scenario b) then it will firstly reduce the support provided to partners through the Enabling Budget. Secondly, it will seek support from its partners through increased co-funding. Finally, and only if necessary, it will reprioritise its effort in line with its reduced capacity.
65. If SIB is unable to recruit or retain the staff it requires to assist its partners (scenario c) it will seek Ministers' agreement to make whatever changes to its remuneration policy are required to mitigate the risk effectively.
66. Should departments be unable to provide the staff required to deliver projects, (scenario (d)), SIB will – where possible – attempt to assist through its own resources. However, this will require the re-prioritisation of other work and will only be possible in very limited circumstances and for the most important work.
67. SIB will respond to additional requests for support (Scenario (e)) by seeking additional co-funding, redeploying existing permanent staff at the conclusion of projects and – where necessary – growing the organisation.
68. SIB will need to be agile in both anticipating changing scenarios and reacting to them. The Board will therefore review its operating strategy, and the assumptions on which it is based, both at regular intervals (usually quarterly) and in response to specific events as

they occur. As the requirements of SIB's partners change, so its response will continue to adapt to meet their needs.

## Section 2: Corporate Strategy



## ***SIB's Corporate Strategy***

### ***Mission***

69. The mission of SIB is to help the government deliver economically, socially and environmentally sustainable infrastructure which supports the Executive's priority outcomes for citizens.

### ***Strategic Priorities***

70. SIB derives its strategic priorities from the targets set by Ministers in the Programme for Government (PfG see p 29 of the 2011-15 document). Pending publication of the new PfG, these are:

- Growing a Sustainable Economy and Investing in the Future;
- Creating Opportunities, Tackling Disadvantage and Improving Health and Well-Being;
- Protecting Our People, the Environment and Creating Safer Communities;
- Building a Strong and Shared Community; and
- Delivering High Quality and Efficient Public Services.

71. The over-arching priority for SIB is to help government deliver "enhanced economic infrastructure" (see page 30 of the PfG 2011-15 document).

72. Subject to any new priorities or targets in the Programme for Government 2016-21, the priority issues SIB will address are:

- the statutory requirement for SIB to advise the Executive in relation to the formulation and implementation of its programme of major investment projects;
- the need to deliver those projects to the required quality, on time and within budget;
- the need to obtain value for money for infrastructure investment (including the delivery of social value through sustainable procurements and use of assets);
- the need to make best use of existing assets and dispose of those that are surplus to requirements;
- the need to engage with the private sector more closely in order to optimise the use of private funding in support of public investment, (while recognising that private funds do not have general applicability at all times or across all types of infrastructure);

- the need to deliver the best possible return to the Executive through the use of Financial Transactions Capital (FTC) and the Investment Fund;
- the need to support strategic infrastructure planning;
- the need to improve the infrastructure delivery capabilities of government departments;
- the need for continual improvement in the processes and procedures for the commissioning and procurement of major capital investment;
- the need to develop SIB's capacity and capabilities to ensure it continues to meet the needs of its partners; and
- the need to be flexible and informed to support departments in the delivery of new major investment policies and programmes.

### ***SIB Medium Term Objectives, Outcomes and Targets***

73. The medium-term objectives derived from the strategic objectives are:

- to construct a draft Investment Strategy 2016-26 for consideration by the Executive, as part of a new suite of Executive Strategic documents;
- to support departmental investment planning through the provision of analytical support and advice; strategic infrastructure planning models and advice on project finance and the use of FTC (including the operation of the Investment Fund);
- to deliver supported projects/ programmes in accordance with the plans set out in the Investment Strategy and the principles of economic, social and environmental sustainability;
- to seek effective ways to accelerate the investment timetable without compromising value for money;
- to meet the Executive's targets for the realisation of surplus assets;
- to support departments and other public bodies in the efficient and effective management of their estate;
- to identify socially valuable uses for surplus assets that cannot for the present be sold or otherwise exploited;
- to support departments in the development of strategies for the commercial exploitation of their assets;
- to foster and promote reform both in the delivery of major public sector infrastructure and as a pre-requisite for such investment;

- to work with relevant bodies and departments to ensure that their infrastructure plans are aligned and, where appropriate, that these plans are also aligned with both those in the Republic of Ireland, in accordance with North South agreements, and also arrangements for East/West co-operative working (e.g. the Infrastructure Commission and the Infrastructure and Projects Authority); and
  - to develop the organisation and the individuals within the organisation.
74. SIB is currently directly contributing to, (or, where complete, has contributed to), the delivery of 18 actions across 14 of the 2011-15 Programme for Government commitments, (the nature of SIB's contribution is set out [within square brackets]):
- “to include Social Clauses in all public procurement contracts for supplies, services and construction; [Provision of Guidance (the ‘Buy Social Toolkit’) and advice; Use of Social Clauses in projects];
  - to develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby; [Provision of Programme and Project Directors];
  - to make the Education and Skills Authority (now the Education Authority) operational in 2013; [Provision of Implementation Programme Manager; interim Director of Operations; HR Manager and IT Manager]; {COMPLETE}
  - to reduce the environmental impacts from the waste we generate; [Provision of Project Managers for the arc21 regional waste projects; provision of strategic advice to DoE, provision of SBRI Nitrates Disposal Project Manager to DETI/DARD];
  - to host the World Police and Fire Games in 2013; [Provision of Project Manager for Games Delivery and Legacy strands] {COMPLETE}
  - to develop Maze/Long Kesh as a regeneration site of regional significance; [Provision of Acting Chief Executive and staff for MLK Development Corporation]
  - to develop the ‘One Plan’ for the regeneration of Derry~Londonderry, to provide financial and other support across government to ensure the success of the Derry~Londonderry City of Culture 2013; [Provision of Support to Ilex, DCC and Culture Company including Communications Director, Infrastructure Project Manager and funding for DCC's Programme Manager]; {COMPLETE}
  - to provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund; [Provision of project management and other support to OFMDFM and DSD];
  - to substantially complete the construction of the new Police, Prison and Fire Training College; [Provision of Project Manager & Procurement Manager];

- to reform and modernize the Prison Service; [Provision of Change Manager and Estates Strategy Manager]; {COMPLETE}
- to progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5%; [Provision of DRD Director of Transport Projects];
- to invest over £500 million to promote more sustainable modes of travel; [Provision of e-Cars Project Director]; {COMPLETE}
- to significantly progress work on the plan for the Lisanelly (Now Strule) Shared Education Campus as a key regeneration project. [Provision of Programme Director and Construction Manager];
- to have implemented new structures to support the improved delivery of housing services to the citizens of Northern Ireland. [Provision of Project Director and senior staff]”.

Many of these projects are complete, but those which are not will be carried forward into the delivery framework for the new Programme for Government and SIB will continue to support them through to completion.

75. The outcomes of achieving these objectives will be that, by the end of the period covered by this plan:

- SIB has delivered strategic infrastructure planning models in key sectors, which help its partners to plan and deliver more economically and operationally sustainable infrastructure to meet citizens’ contemporary and future needs across the region;
- SIB has helped Departments deliver larger and better project procurements (in terms of faster delivery, lower risk and best value) than would otherwise have been possible, so maximising the return on available Capital budgets;
- SIB has met the targets set it for Revenue Funded Investment and the use of Financial Transactions Capital (including supporting the establishment and operation of the NI Investment Fund);
- SIB has met the targets set it for the generation of additional capital;
- SIB has helped Departments to get maximum value from their property assets by developing and implementing asset management plans;
- SIB has fostered the development of the local economy, particularly in the construction sector by providing information to the private and third sectors that informs their decision-making.

- where it is involved, SIB has worked to ensure that sustainable development principles, including Social Value, guide capital investment decisions on all major publicly funded buildings and infrastructure projects;
  - SIB has helped Departments develop their infrastructure programme and project delivery capability so that projects and programmes can be delivered efficiently, effectively and with a reduced need for ongoing SIB support;
  - SIB has provided detailed information to its stakeholders on progress with the implementation of the Investment Strategy; and
  - SIB has developed as an organisation so that – insofar as this is possible within budget constraints - it meets the requirements of its stakeholders: Ministers, local representatives, the Departments, its shareholder (OFMDFM/TEO), the private and third sectors, its staff and the public.
76. SIB operates within a performance management framework that is consistent with the FABRIC approach to performance information (*Choosing the Right FABRIC - A Framework for Performance Information, HM Treasury et al, March 2001*).
77. The key performance targets linked to its medium-term objectives are:
- To develop the Investment Strategy 2016-2026;
  - to assist Departments to deliver the investment programmes and projects which will support the Executive’s strategic outcomes as set out in the new PfG;
  - to meet Ministers’ targets for the generation of increased revenue and capital through asset realisation, invest to save projects, PFI/PPP savings and by assisting departments to make best use of their asset base;
  - to deliver the best possible return for the Executive from its FTC investments (including those made through the NI Investment Fund);
  - to deliver the best possible social return on investment through the use of social benefits clauses in government procurement contracts; and
  - to provide support for reform (including the reorganisation of the NICS) in ways agreed with OFMDFM/TEO and set out in SIB’s annual business plan.

### ***Operating Strategy***

78. SIB’s operating strategy describes its high-level approach to delivering its objectives and outcomes. The Company’s concept of operations is to deploy resources:



- to develop the Investment Strategy 2016-26, having assessed the state of the region's current infrastructure, its condition and performance and considered the implications of this for future strategic investment required to deliver the citizen outcomes in the Executive's Programme for Government;
- to assist partner organisations to manage and deliver significant investment programmes and projects;
- to improve the public sector's management of its estate; to realise surplus assets; to reform property management; to manage invest to save projects and to generate savings from extant PPP/PFI projects, so as to maximise the proportion of the Executive's budget which is available for delivery of services to citizens;
- to encourage a well-informed market capable of delivering projects at competitive prices; and
- to assist departments to develop their own capabilities through, for example, continuing to offer secondment opportunities for civil servants; providing training and through issuing toolkits and best practice guides.

79. SIB will, at all times, ensure that its work is aligned to the requirements and priorities of the Executive as expressed in the Programme for Government.

### **Investment Strategy**

80. SIB will work with its colleagues in the DRD/Department for Infrastructure, DFP and OFMDFM/TEO, to develop the next Investment Strategy. It will recommend changes to the strategic investment profile in response to Executive priorities and where research indicates that these changes are necessary to ensure that the Executive achieves the maximum return from the available capital.
81. SIB will use its audit of the current state of infrastructure provision within the region to inform future outcome focussed investment decision-making.
82. SIB will work closely with departments in the preliminary strategic thinking that precedes the identification of infrastructure projects. It will use its over-arching view of investment plans to promote greater cross-cutting cooperation in the design of programmes.
83. SIB will develop and roll-out strategic infrastructure planning models (SIPMs) for major service areas, in line with the Executive's commitment in the Investment Strategy and the aspirations set out in the Stormont House and 'Fresh Start' agreements. These models will provide Departments with an advanced simulation capability to identify the interdependencies between infrastructure configurations, demand patterns, service

quality and delivery cost efficiency. SIPMs will help departments to plan the 'right facilities in the right place' to meet Ministers' policy objectives in ways that minimise costs and protect frontline services to the public. These models will build on those already constructed to support education, further education, schools, policing and libraries

84. SIB will continue to develop its capability to provide Ministers with advice on infrastructure, and infrastructure-related problems and opportunities. In particular, it will seek to address the structural obstacles to the effective delivery of infrastructure; it will identify ways in which infrastructure can better support economic development and it will propose options for possible solutions to the region's infrastructure deficit.
85. SIB will continue to encourage and support departments to publish complete and timely information on their capital investment plans on the Delivery Tracking System (DTS) and the Executive's related ISNI Web Portal. Information from this system will be disseminated to a wide range of stakeholders in the public, private and third sectors. SIB will continue to publish and update the Regional Infrastructure Pipeline.
86. SIB will develop and maintain its capacity to advise departments on the use of FTC to support private sector and partnership infrastructure projects. Where appropriate it will make loans and investments on behalf of those partners and manage those investments so as to generate the best possible returns to the Executive.

### **Programmes and Projects**

87. SIB will deploy staff in support of individual projects and programmes. It will agree the terms of engagement of its advisors with its partners and document these in formal Operational Partnership Agreements. Where it will accelerate delivery and reduce risk, it will use its enabling budget to fund or part-fund expert professional services required by departments.

### **Reform**

88. In furtherance of the government's reform programme, SIB will work to improve the delivery capabilities of departments, for example by supporting the development of Programme Delivery Support Units. It will continue to offer secondment opportunities to staff from other public bodies.
89. In accordance with Ministerial policy, SIB will continue its efforts to reduce the reliance of public sector infrastructure delivery managers on external consultants. It will reduce

expenditure on consultancy and improve its own 'in house' capability. SIB will continue to make use of short-term staff contracts linked to the delivery of particular projects or elements of projects. Its annual business plans will aggregate demand for professional services across projects and programmes and, where this delivers best value, it will seek to meet this demand through the recruitment and employment of additional staff in preference to external consultants.

90. SIB will continue to use Associate Strategic Advisers (ASAs) where this is the most cost-effective approach to the achievement of its partners' objectives. Where appropriate, SIB will use the opportunities provided by the deployment of ASAs to promote knowledge transfer and capacity building in our partners.
91. SIB will work closely with the Procurement Board and Central Procurement Directorate to implement best practice in procurement across central government. It will continue to promote the use of standard contracts where these reduce costs and lead times. It will work to reduce bid costs for the private sector by ensuring procurements are managed efficiently.
92. SIB will continue to review operational PPP/PFI contracts to determine whether there is scope to reduce costs and achieve further efficiencies, so releasing Revenue budget for priority services.
93. SIB will respond positively to requests for assistance with departmental reform and transformation programmes, particularly where these are necessary to deliver public services at lower cost. Where necessary, it will develop its capacity and capabilities in this area.
94. The Company will continue to support public sector commercialisation by providing expert advice to those organisations embarking on such activities.
95. It will maintain its support for projects and programmes through the departmental restructuring process, so providing continuity and stability.
96. SIB acts as a bridge between the public and the third and private sectors to promote mutual beneficial understanding. It will continue to inform the market of the flow of projects through the publication of an infrastructure pipeline. It will develop contacts in private firms with the aim of encouraging their interest in the region as a place to do business. It will continue to develop links with the third sector and promote its greater understanding of the role of infrastructure and the opportunities for SIB to assist its work.

It will seek to improve and inform public understanding and political debate on infrastructure issues. It will achieve this through a marketing mix that includes sponsored conferences and seminars, workshops, sector briefings, personal meetings, magazine and newspaper articles, the SIB web site and media interviews.

97. The company will implement the next version of the Investment Strategy Delivery Tracking System, a web-enabled database that provides detailed information on projects and programmes. It will monitor the success of this system in meeting the different needs of stakeholders. In particular, it will take account of the specific requirements of the construction Industry.
98. As part of the process of implementing the Investment Strategy, SIB will assist government departments to embrace sustainable development principles when formulating infrastructure investment proposals.

#### **Prioritisation**

99. SIB has a clear understanding of where the skills, knowledge and experience of its staff add most value, and conversely where the deployment of its staff contributes more marginally to the work of its clients. The company will continue to focus its effort on those programmes and projects that are difficult, complex, and have a significant requirement for the additional skills and experience brought by SIB staff.
100. In this context the concept of 'difficulty' means that projects will usually have one or more of the following characteristics:
  - contract arrangements are likely to be multifaceted;
  - there are multiple stakeholders;
  - the scale of the projects will be large; and
  - their project management requirements are complex.
101. 'Additionality' means that the project needs, for example, sustained input from SIB staff who have the facility to reduce consultancy spend; shorten schedules; mitigate risks and cut costs.
102. At a time when SIB must prioritise carefully, it intends to concentrate on those areas where its impact will be most beneficial. SIB will, however, keep under review those projects whose characteristics do not currently justify its involvement.

103. This approach will be subject to amendment in the light of changing circumstances and SIB will always respond positively – within available resources - to Ministerial, departmental and District Council requests for assistance.
104. Where there is a new or emerging need for support, SIB will continue to seek to respond by creating the required capability.

### **Organisational Development**

105. SIB will continue to develop its organisational capabilities. It will work to recruit and retain high-quality advisory staff. It will invest in new IT systems where these will improve its efficiency and effectiveness. It will ensure SIB meets the high standards of financial management and record keeping required by the public sector. It will maintain its reporting regime and continue to meet the information needs of OFMDFM/TEO and DFP. It will continue to fulfil its obligations under the Freedom of Information Act.
106. SIB is likely to need to respond to increasing demand for its services. SIB will, therefore, for each project identify with its partners the most appropriate way of funding its work. This will, in certain cases, continue to be through grant-in-aid from OFMDFM/TEO, but in others will require SIB to recoup all or elements of its costs through co-funding arrangements.
107. SIB will continue to pursue its objective of being a 'learning organisation'. Where funds permit it will continue to support the continuing professional development of its staff, will sponsor attendance at training courses and finance relevant private studies.
108. SIB will work with DFP and departments to develop and agree appropriate arrangements to govern the deployment and management of FTC investments, including through the NI Investment Fund.
109. SIB will continue to work with departments on their efficiency reviews of PFI projects. The objective of this work is to ensure that every opportunity for delivering efficiency and effectiveness gains from such projects' contracts has been identified and acted upon.
110. SIB will have due regard for the need to promote positive attitudes towards disability and encourage participation by disabled people in public life. It will continue to comply with its Section 75 obligations. SIB will implement its Equality Scheme and thereafter raise awareness of it, monitor its implementation and communicate its content both internally and externally.

111. The Board will continue to work in accordance with the 2012 version of the organisation's Management Statement and Financial Memorandum (MSFM) and will work with the Executive Office to revise it during 2016/17.
112. Ministers have announced that from May 2016 the sponsor department for SIB will be the Executive Office (TEO). The new department will be restructured compared to the current OFMDFM arrangements, which may entail some changes to the SIB sponsorship and reporting lines.

### ***Forecast of Expenditure & Income***

113. OFMDFM funds SIB by means of grant-in-aid. Ministers and OFMDFM agree the budget prior to the commencement of the financial year to which it relates. SIB's budget is allocated across two main budget areas:
- i. The **enabling budget**, which is used to pay for external expertise required in connection with infrastructure projects. SIB will normally seek to share those costs with a department, but SIB has the authority to commission professional services in its own right. Income from recharges to customer organisations also falls within the enabling budget, including the re-charge of salaries for staff supporting projects and programmes.
  - ii. The **operating budget**, from which the salaries of permanent and temporary staff, expenses, accommodation and other running costs are met. This budget also funds consultancy related to the internal functioning of SIB. More than 95% of SIB's employment costs are incurred directly supporting projects and programmes.

The table below shows SIB's budget for 2016/17.

<b>Income</b>		<b>Expenditure</b>	
OFMDFM	£5,026	Staff Costs	£7,843
User Charges	£4,414	Cost of Operations	£785
		Non-staff Enabling Expenditure	£812
Total:	<u>£9,440</u>	Total:	<u>£9,440</u>

*All Figures in £000*

SIB Budget 2016/17

## **SIB BUSINESS PLAN 2016–17**

## ***Introduction***

1. This Business Plan defines the business targets of the Strategic Investment Board Limited (SIB) for 2016/17. The Business Plan is derived from the three-year Corporate Plan, which sets out SIB's medium term objectives and high-level corporate strategy. Taken together these documents describe the outcomes and the outputs SIB will deliver using the resources it has been allocated.

## ***The Board***

2. The Board has overall responsibility for setting and monitoring strategy, for developing and implementing policy and for supervising risk management, budgetary control and business planning. A list of members of the Board is attached at Appendix F.
3. The Board operates the following committees:
  - The Audit Committee, which provides assurance to OFMDFM, as shareholder, that the company's financial and other control systems are operating effectively;
  - The Strategy Committee, which scrutinises and supports the development of long-term plans and policies and the delivery of analytical support and research;
  - The Remuneration Committee, which approves senior appointments and salaries and scrutinises recruitment; and
  - The Communications Committee, which scrutinises the organisation's strategic communications and engagement work.

## ***The Organisation***

4. The Chief Executive is SIB's Accounting Officer. He directs the work of SIB and manages its day-to-day support operations. An organisation chart, showing a breakdown of staff currently in post can be found at Appendix G.

## ***Objectives & Targets***

5. 2016/17 will be a transition year in which SIB:
  - continues to support projects which started under the 2011-15 Programme for Government but which remain in delivery;
  - engages with the new Programme for Government as it is developed; and



- starts to deliver support to departments as they begin to define and implement programmes in relation to agreed outcomes and indicators in the new Programme for Government.
6. SIB's key targets for 2016/17 are set out in Appendix E. These focus on the most significant projects SIB supports (see section on prioritisation below). They have been developed in consultation with the relevant departments and are consistent with the Ministers' Letter of Expectation. The targets may change or be added to as the year progresses.
  7. In addition to the targets documented in this plan, the Chief Executive also monitors a range of internal performance indicators and reports on these to the Board quarterly.
  8. All staff negotiate individual performance agreements with their line managers and progress against their implementation is assessed both informally and at formal review meetings. The Chief Executive seeks formal feedback from partner organisations on the performance of senior staff.

### ***Priorities for 2016/76***

9. The budgetary pressures SIB faces in 2016/17 mean that it must prioritise its work carefully. Having considered the direction provided by Ministers and officials in OFMDFM/TEO and taken into account the Executive's priorities as set out in the 2011-15 Programme for Government and other strategic initiatives, SIB has classified the programmes and projects it supports as follows:
  - f. **First Order Priorities:** those projects which are within the Programme for Government and other Executive strategic initiatives and where SIB's involvement is critical to their success. The work of the AMU is classed as a First Order Priority.
  - g. **Second Order Priorities:** those projects which have a significant local impact and where SIB makes a substantial contribution to the success of the project.
  - h. **Third Order Priorities:** projects that, though worthwhile, do not fall into either of the other two categories. SIB support will be provided to these projects when resources permit.
10. A prioritised list of projects that SIB plans to support in 2016-17 is attached at Appendix H.

## **Budget 2016/17**

11. The 2015/16 budget is as follows:

	<b>Gross Cost to SIB</b>	<b>Recharges</b>	<b>Net cost to SIB</b>
<i>Staff</i>			
Admin	£342,113	£0	£342,113
AMU	£1,004,623	£425,609	£579,014
CEO	£181,997	£0	£181,997
Communications	£245,217	£23,854	£221,363
ISNI	£250,046	£0	£250,046
Legal	£233,468	£0	£233,468
Strategic Advisers	£555,715	£23,766	£531,949
<i>Operating Overheads</i>	<i>£785,000</i>	<i>£0</i>	<i>£785,000</i>
<i>Pay Remits</i>			
14/15 pay remit (1%)	£68,000	£0	£68,000
15/16 pay remit (1%)	£70,000	£0	£70,000
<i>Non-staff Enabling Budget for bought in services</i>			
Enabling Expenditure	£812,000	£0	£812,000
<b>TOTAL COST OF OPERATIONS:</b>	<b>£4,548,179</b>	<b>£473,229</b>	<b>£4,074,950</b>
Project Management Support (Staff)	£4,310,915	£3,359,780	£951,135
Support through Associate Advisers	£581,133	£581,133	£0
<b>TOTAL EXPENDITURE:</b>	<b>£9,440,227</b>	<b>£4,414,142</b>	<b>£5,026,085</b>

12. In line with Ministerial policy, SIB seeks to reduce its use of external consultants, primarily through the employment of temporary staff to fulfil specific, time-limited roles for which they have the requisite specialist skills, knowledge and experience. The implementation of this strategy may lead to an increase in staff numbers.

13. SIB will continue to agree co-funding arrangements with its partners where these are necessary for the achievement of their objectives. SIB expects the value of such co-funding in FY16/17 to be in the region of £4.4m.
14. SIB will continue to use Associate Strategic Advisers where this delivers value for money. The cost of such support is recharged to partners.
15. As in 2015/16, SIB has not over-programmed its non-staff Enabling budget to allow for possible delays or underspends across the range of projects that it supports. This is because improvements in financial planning and management mean that the scope for over-programming has been reduced in comparison to earlier years. Staff costs for enabling projects are almost always either partly or entirely charged to the commissioning organisation.
16. The net projected allocation of the non-staff Enabling budget for bought in services to projects is set out in the table below.

Project Development (inc AMU Invest to Save projects)	£533
Local Authority Business Development	£100
Primary Care Consultancy	£75
ISNI production, Consultation Reports	£30
ePIMS licence	£25
Buy Social Advice	£25
Delivery Tracking System & ISNI Web Portal	£24
<b>Total:</b>	<b>£812</b>

*Costs in £000 inc VAT*

SIB – Enabling Expenditure

17. The projected breakdown of operating costs is shown in the following table.

Office Accommodation	£210	27%
IT Charges (IT Assist)	£136	17%
Travel, Accommodation & Subsistence	£108	14%
Non-executive Director Costs	£102	13%
Training	£58	7%
Mobile Phones & Postage / Phones / Courier	£46	6%
Audit & CPD Costs	£35	4%
Miscellaneous Operational Costs	£25	3%
Communications	£20	3%
Conferences	£7	0.90%
Stationery	£7	0.90%
Computer Software & Hardware	£6	0.80%
Hospitality	£5	0.60%
Equality Support	£5	0.60%
Depreciation	£15	2%
<b>Total:</b>	<b>£785</b>	<b>100%</b>

*Figures in £000s inc VAT*

SIB – Operating Costs

18. The planned allocation of Strategic Advisors and senior staff to programmes and projects is shown below:

ABOD	1
AMU	5
arc21	1
Buy Social	2
Connswater Greenway	1
DCAL Projects	4
Desertcreat	2
Education Authority	4
Energy Wise	2
Good Relations	1
HMS Caroline	1
Ilex Projects	1
ISNI	3
Lisanelly	1
MLKDC	1
NIPS	1
North Coast Sports Village	1
FTC Projects	1
Property Reform	7
Rapid Transit	2
Local Government	1
Shared Data Centre	1
SIF	3
Southern Regional College	1
United Youth	1
Urban Villages	10
Waterfront Hall Extension	1
Wind Energy	1

## Appendix A: Asset Management Unit Action Plan 2016/17

<i>Project</i>	<i>Executive Asset Management Strategy Objective</i>	<i>Executive Asset Management Strategy Key Issue</i>	<i>AMU Milestone(s) / Outputs</i>	<i>Target Date 16/17</i>
RPM Programme	Promote effective asset management processes that unlock value	Fragmented management of assets, surplus asset disposal and procurement.	Perform role of RPM Sponsor	Q4
			Obtain approval for 4 OBCs	Q4
			Complete SOC for Citizens Hubs	Q4
			Complete transfer of 9 Offices	Q1
Consolidated Depots & Warehouses	Reduce net cost of service delivery through efficient use of public assets.	Fragmented management of assets, surplus asset disposal and procurement.	Complete scoping and scanning exercise	Q3
			Produce draft SOC	Q4
PPP/PFI Reviews	Promote effective asset management processes that unlock value	Lack of experienced asset management resources.  Fragmented management of assets, surplus asset disposal and procurement.  Lack of consistent and readily available asset information.	Complete a strategic review of the current arrangements across Central Government for managing PFIs with a focus on Governance, Structure and Skills.	Q4
			Agree a list of opportunities with departments to achieve savings from their current PPP/PFI projects and conclude 3Nr. savings opportunities.	Q2
Operating Models & Funding Models	Promote effective asset management processes that unlock value	Lack of experienced asset management resources.  Fragmented management of assets, surplus asset disposal and procurement.	Pilot a review of an existing operating model.	Q3
			Assist DFP in the establishment of the NI Investment Fund.	Q4
Invest-to-Save Programme (I2S)	Reduce net cost of service delivery through efficient use of public assets.	Lack of experienced asset management resources.	Provide I2S progress reports to DFP for each monitoring round.  Develop a pipeline of potential	Q1, 2,3 & 4

<i>Project</i>	<i>Executive Asset</i>	<i>Executive Asset</i>	<i>AMU Milestone(s) / Outputs</i>	<i>Target</i>
	Promote effective asset management processes that unlock value	Fragmented management of assets, surplus asset disposal and procurement.  Relationship between departments and ALBs	AMU Milestone(s) / Outputs I2S investment opportunities for the 2016 spending review.	Q12
Capital Receipts, Disposal Process and Land Supply	Promote effective asset management processes that unlock value	Lack of consistent and readily available asset information.  Relationship between departments and ALBs  Fragmented management of assets, surplus asset disposal and procurement.	Support Departments with the delivery of capital receipts for 16/17  Support DFP with agreeing allocations for capital receipts for the 2016 Spending Review.  Develop a new process to help identify and release public sector land for housing  Deliver an update on the progress made in centralising the disposals process  Recommendations for centralising the disposals process	Q4  Q2  Q2  Q2  Q4
Energy Efficiency	Reduce net cost of service delivery through efficient use of public assets.	Relates to all 4 key issues highlighted within the Executive AMS.	Street Lighting: Provide recommendations to DRD (Dfl) on implementation of a project to deliver investment and savings.  Other Initiatives: identify further energy opportunities.	Q1  Q4
Income Generation	Promote effective asset management processes that unlock value	Lack of experienced asset management resources.  Fragmented management of assets, surplus asset disposal and procurement.	Undertake a review of the Translink non-core asset portfolio and develop action plans and active asset management strategies to optimise value.  Develop approach which can be rolled out to other Departments/ALBs	Q2  Q4
Department Asset Management Plans (AMPs)	Reduce net cost of service delivery through efficient use of public assets.  Promote effective asset management	Addresses all 4 key issues highlighted within the Executive AMS.	Refresh engagement with Departments in line with Department Reconfiguration.  Re-launch Cross Cutting Asset Management Forum and Work Groups.  Develop standardised AMP	Q1  Q1  Q3

<i>Project</i>	<i>Executive Asset processes that unlock value</i>	<i>Executive Asset</i>	<i>AMU Milestone(s) / Outputs structure</i>	<i>Target</i>
10. Asset Management Skills and Leadership	Reduce net cost of service delivery through efficient use of public assets.	Addresses all 4 key issues highlighted within the Executive AMS.	Secure approval for proposals to enhance asset management leadership and skills for staff.	Q1
	Promote effective asset management processes that unlock value		Award and oversee the new Public Sector Asset Management Consultancy Framework	Q1
11. Generate Refreshed Executive AMS Action Plan for 17/18-19/20	Reduce net cost of service delivery through efficient use of public assets.	Addresses all 4 key issues highlighted within the Executive AMS.	Generate a refreshed Executive Asset Management Strategy Action Plan covering the period 17/18 through to 19/20 for consideration.	Q3
	Promote effective asset management processes that unlock value			



## Appendix B: Review of 2015/16

During 2015/16, SIB:

- Provided Project Directors or Managers for the:
  - Northern Ireland Community Safety College at Desertcreat;
  - Strule (formerly Lisanelly) Education Campus;
  - Education Authority Implementation Programme;
  - Regional Stadiums Programme;
  - Belfast Rapid Transit Programme;
  - NIPS Change Programme;
  - FSNI Change Programme;
  - NIHE Change Programme;
  - Social Housing (Transaction) Project;
  - Urban Villages Regeneration Programme;
  - The Energy Wise (formerly HeAT) project;
  - Plugged In Places (e-cars) Project;
  - DARD Wind Farms Programme;
  - DFP Reform of Property Management Project;
  - Arc21 Waste Management procurement;
  - Southern Regional College Campus Programme
  - Waterfront Hall Extension project;
  - Connswater Greenway project;
  - HMS Caroline project;
  - Museum of Free Derry;
  - Apprentice Boys of Derry Heritage Centre Project;
  - Ebrington Capital Projects
  - North Coast Sports Village;

- Dunluce Castle regeneration project;
- Government Data Centre;
- Enniskillen (Erne) Shared Service Facility and
- The Maze Long Kesh (MLK) Development Corporation.
- achieved the capital realisation targets agreed with Ministers for 2015/16;
- maintained the e-PIMS asset management database;
- assisted departments to develop and implement asset management plans; and
- managed the ISNI Delivery Tracking System on behalf of the Executive; and enhanced it through the publication of a project pipeline.

Specifically, SIB:

- supported the Office of the First Minister and deputy First Minister (OFMDFM) by:
  - providing the acting Chief Executive for the MLK Development Corporation;
  - creating and staffing the Urban Villages Delivery Unit;
  - advising on the management and disposal of the strategic sites passed to the Executive under the terms of the Hillsborough Agreement;
  - providing the Head of the Delivering Social Change (DSC) Delivery Unit;
  - providing project advisors to the Social Investment Fund capital and revenue programmes;
  - drafting business cases and providing a range of other support to the Delivering Social Change Programme;
  - the provision of a Project Manager to deliver capital projects at Ebrington; and
  - completing Business cases to support investment at Ebrington;
  - developing the capability to review existing PPP/PFI contracts; and
  - seconding three interns into the Delivering Social Change unit.

- supported the Department of Finance and Personnel (DFP) by:
  - assisting with the implementation of the actions arising from the review of the processes and procedures for the commissioning, procurement and delivery of major capital projects; and
  - providing a project manager and delivery team for the Reform of Property Management project;
  - providing a project manager for the Government Data Centre Project;
  - completing a review of the use of Social Clauses in government contracts; and
  - establishing a 'Social Clauses' support unit to promote the delivery of social value in public sector procurement.
- supported Department of Education (DE) by:
  - providing the Change Director for the Education Authority;
  - providing an Acting Director of Operations and Estates to the Education Authority;
  - providing a Programme Director and Construction Manager for the Strule Shared Education Campus programme; and
  - providing analytical support to the department's planning for school transport and primary education.
- supported the Department of the Environment (DoE) by:
  - providing a project manager to the arc21 residual waste management infrastructure project;
  - providing strategic advice on waste management; and
  - providing a project manager for the Dunluce Castle project.
- supported the Department for Regional Development (DRD) by:
  - providing a Director of Projects who is managing the Belfast Rapid Transit Programme;
  - providing a project manager for the 'Plugged in Places' (e-cars) project;

- seconding a transport modeller to procure a Transport Planning and Modelling Framework Managed Service; and
  - developing proposals for the use of FTC in the Belfast Transport Hub Project.
- supported the Department of Health, Social Services and Public Safety (DHSSPS) through:
  - membership of the Health Infrastructure Board;
  - implementing a programme of revenue funded investment in primary health care facilities (including the preparation of business cases; the conduct of bidder negotiations and the provision of legal advice);
  - advising on the reform of GP Out of Hours services;
  - advising on the development of the 111 and National Pan-endemic Flu service; and
  - managing the SBRI procurement for the delivery of a medicines optimisation solution.
- assisted the Department of Justice (DoJ) by
  - providing a Director and Procurement Manager for the Community Safety College at Desertcreat;
  - providing a Director for the Northern Ireland Prison Service (NIPS) strategic change programme;
  - providing an advisor to devise and implement the NIPS estate strategy;
  - providing a manager for the Forensic Science Agency's change programme; and
  - advising on the NI Courts Service estate.
- supported the Department of Culture Arts and Leisure (DCAL) by
  - providing a Programme Director for the Regional Stadiums Programme; and
  - providing a Project Manager for the Casement Park Project;
  - providing advice on remediation work for the Mac;
  - developing a visual arts strategy for Derry-Londonderry and
  - developing a business case for a regional art gallery.

- supported the Department for Social Development (DSD) by
  - providing senior staff to advise on the Social Housing Reform Programme;
  - providing an Interim Chief Executive to the NI Housing Executive;
  - devising a sustainable framework for the development of the Colin Town Centre and by providing a Programme Director and other staff through the Urban Villages programme;
  - producing a business case in respect of Craigavon House; and
  - drafting an evaluation of the Urban Development Grant Scheme.
- supported the Department of Agriculture and Rural Development (DARD) by
  - providing a manager for the Wind Farm project;
  - completing a range of strategic reviews; and
  - assisting the Agri-food and Biosciences Institute (AFBI) to implement its commercialisation strategy.
- Supported the Department of Enterprise, Trade and Investment (DETI) by:
  - providing a project manager and procurement advisor for the Energy Wise programme;
  - providing a Project Director for the SBRI Nitrates project;
  - providing a project manager for the Apprentice Boys of Derry (ABOD) Heritage Project;
  - providing a project manager for the Museum of Free Derry Project;
  - providing a project manager for the HMS Caroline project; and
  - supporting work to promote the economic development of Kilkeel.
- supported the Department for Employment and Learning (DEL) by:
  - providing a project manager to the Southern Regional College campus programme;
  - providing an adviser for the 'United Youth' programme;
  - providing analytical support to the Regional Further Education Colleges;
  - developing proposals for further investment in FE colleges; and

- managing DEL's £88m FTC loan portfolio.
- assisted the Police Service of Northern Ireland (PSNI) by:
  - the provision of a Project Director and a procurement manager for the Northern Ireland Community Safety College at Desertcreat;
  - extending the use of the Police Operations Decision Support System (PODSS);
  - providing support to the RUC GC museum project; and
  - advising on the governance of the RADAR Centre.
- supported Belfast City Council by
  - providing a project manager for the Connswater Greenway Project; and
  - providing a project manager for the Waterfront Hall conference centre extension project.
- supported the Southern Health and Social Care Trust and Banbridge District Council by advising on the redevelopment of the Rathfriland site;
- supported Fermanagh District Council in the development of a shared service facility on the former Erne Hospital site at Enniskillen through the provision of a project manager;
- supported Coleraine Council through the provision of a project manager for the North Coast Sports Village project; and
- provided advice to the cross-departmental Portrush Regeneration Group.
- supported departments and other organisations through the provision of recruitment advice.
- provided support to partners through the deployment of Associate Strategic Advisers.

## Appendix C: Implementation of the Investment Strategy

In the financial year 2014/15, some £1.5 billion was invested in capital infrastructure projects across the region, including approximately:

£276 million under the **Networks** pillar;

£299 million under the **Skills** pillar;

£230 million on the **Health** pillar;

£346 million on the **Social** pillar;

£175 million on Water and Waste infrastructure under the **Environment** pillar;

£171 million under the **Productive** Pillar;

£60 million in developments under the **Justice** pillar.

During the Period January 15- January 16, a number of important capital projects or programmes were completed. These included:

### Networks

- Construction on the **A8 Belfast to Larne Road** completed in June 15. The A8 is a strategically important road linking the Port of Larne with Belfast and carrying in excess of 17,000 vehicles daily. The project will upgrade the final section of the A8 between Belfast and the Port of Larne and provide dual carriageway standard highways from Larne to the cross-Irish border at Newry and beyond into Ireland. The construction element of this scheme was **£100m**
- The **£1m** Sandown Road to Knock Road element of the **Belfast Rapid Transport Scheme** at Upper Newtownards Road completed in March 15. A further **£1.8m** contract completed at the Falls Road in October. The **£70m** Belfast Rapid Transit project will deliver a new, high quality, modern, bus-based, public transport system for Belfast. The initial network will connect East Belfast, West Belfast and Titanic Quarter with and through the city centre. It is anticipated that Belfast Rapid Transit will be operational in 2017.
- The new **Ballymartin Park and Ride Scheme** completed in June 15. Located near Templepatrick just off the M2, the new **£3.5m** facility will provide around 430 free car parking spaces for passengers travelling to and from Belfast.

- The **£18m** widening project at **Greenisland** completed at the end of September. The A2 at Greenisland is part of the strategic road network and provides a link between the two urban centres of Belfast and Carrickfergus, before continuing northwards to Larne.
- A **£23m** project to provide improvements in access to a basic fixed line **broadband** service of 2 Megabits per second and increasing availability of superfast broadband of 24 Megabits per second completed in December.

### Skills

- Eight Schools Enhancement Programme projects completed during the period including a **£2m** project at **St Malachy's College** and the **£2m** first phase of works at **Rainey Endowed**.
- Delivery of five new and refurbished schools including **Victoria Park Primary School**; **St Joseph's Convent Primary** in Newry; St Teresa's Primary School in Lurgan; St Clare's Abbey Primary and Bunscoil Beann Mhadagain.
- Work completed on **Lisnaskea Library** in March 15. The new **£1.3m** library replaces two derelict properties in the town and provides a more convenient location for its users.
- Work completed on the **New Performing Arts Centre** at SERC Bangor. The **£13m** project delivered a new state of the art accommodation to support the creative industries, computing and engineering.

### Health

- A **£3.5m** project to replace of 2 existing **Catheterisation Laboratories** at the Royal Victoria Hospital completed in July 15.
- A new **£3.5m Main Theatre** at Craigavon Area Hospital was delivered in May 15.
- Work finished in September at the new **Hospital Dentistry Department** for the Northern Trust. The new **£1.2m** department includes 4 orthodontic chairs and 2 special care dentistry rooms and is located at the front of Antrim Area Hospital site.
- Construction of the new **£16m Health and Care Centre in Banbridge** completed in October. The new facilities complete the development of the Health Village on the site of the former Banbridge Hospital which already accommodates the local GPs and are due to open early in 2016.



- The £220m **Regional Children's Hospital** Project has started. This project provides for the construction of a new Children's hospital to serve the acute paediatric needs of the population of Greater Belfast and provide specialist paediatric services to the wider population of Northern Ireland. The new hospital will have 155 inpatient beds as well as outpatients and day case services. The first set of enabling works has completed and 2 further contracts are in delivery.

## Social

- Works completed on the regeneration of **Bank Square** in Belfast. The £3m regeneration project is part of DSD's Belfast Streets Ahead Programme and is the first part of the implementation of DSD's Westside Regeneration Masterplan.
- The **New Lagan Weir Pedestrian and Cycle Bridge** which connects Donegal Quay and Queen's bridge opened in June. The **£5m** project is part of the Queen's Quay Masterplan.
- The redevelopment of **Ravenhill Stadium** was completed at the end of April 2015. The **£15m** 18,000 capacity stadium will enable Ulster Rugby to meet its key objectives of growing the sport, attracting a new audience base as well as enabling Ravenhill to host games at the closing stages of major competitions and Tier 2 Internationals.
- Six public realm schemes finished during the period. These were delivered in **Comber £2.2m, Donaghadee £2.2m, Holywood £2.2m, Lisburn £4.7m Enniskillen Castle Basin £1.2m and Dungannon £2m.**
- 32 **Social Housing** projects with a value in excess of **£31m** completed during the period.
- Construction completed on buildings 57/59 and 83 at the Ebrington regeneration scheme.

## Environment

- The **£1.5m Beragh Flood Alleviation Scheme** is due to complete at the end of July. The scheme saw the construction of flood defences to protect properties at four different locations in the village.

- 50 **Water and Waste Water Schemes** were delivering during the period. The overall value was in excess of **£100m** including a **£14.7m** scheme to create a strategic link and reservoir between **Castor Bay and Belfast**.

### **Productive**

- Work progressed on the £12m refurbishment of the **HMS Caroline** project with 3 contracts to the value of £4.5m completing in the period.
- A new extension to the **Food Innovation Centre at CAFRE** Loughry Campus in Cookstown was delivered in March 15. The **£3m** project delivered a new two storey extension incorporating classrooms, commercial kitchens, laboratories and a food tasting suite on the ground floor, with a computer suite and seminar facilities for 100 people at first floor, as well as associated ancillary facilities.

### **Justice**

- A new **£10m Police Station** in Downpatrick completed at the end of September.
- Work completed at the end of September on the Forensic Science Agency's **£10.5m Laboratory Services Accommodation Project**.

### **Looking Forward**

SIB has launched a new version of the [www.isni.gov.uk](http://www.isni.gov.uk) website following consultation with industry representatives; The website has been configured to deliver a useful tool for the industry in planning their business. In September 2015, SIB launched the Procurement Pipeline for Northern Ireland. The document has been well received and is published to the website on a quarterly basis. A significant number of projects are in the process of being delivered or are in the pipeline, for example:

- York Street Interchange (100m) is currently at PQQ stage. It is anticipated that contractors will be appointed in June 16.
- 3 major roads schemes are moving in to procurement; A5/B48 Strathroy Link (£8m); A6 Dualling at Castledawson £108m and A6 Londonderry to Dungiven Dual Carriageway (£300m).
- Construction of Lagan Pedestrian and Cycle Bridge is due to commence in March (£7.6m).

- A further 13 new and refurbished school projects to the value of £112m are in the pipeline. Additionally, 21 Schools Enhancement Programme projects are being taken forward with a value in excess of £52m
- DEL is progressing seven major FE college developments (for NRC, NWRC, SWC and SRC).
- A new Royal Maternity Hospital, new Regional Children's Hospital, new Acute Mental Health facility at BCH and Paediatric units at Daisy Hill Hospital and Craigavon Hospital;
- Significant investment in social housing;
- In 2015/16 investment of £163 million in water and waste water was delivered and a similar level of investment is expected for 2016/17;
- An £87m project to replace the DVA Test centres in Northern Ireland is moving in to delivery.
- Construction of the new DARD Head Quarters at Ballykelly and relocation of the Rivers Agency to Loughry.
- A new accommodation block at Maghaberry prison.

## Appendix D: Expectations of the First Minister and deputy First Minister



Stormont Castle  
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Mr Gerry McGinn  
Chair, Strategic Investment Board  
c/o Carleton House  
Gasworks Business Park  
1 Cromac Avenue  
Belfast  
BT7 2JA

Our Ref: SUB/0097/2016

1 March 2016

Dear Gerry

We are writing to you setting out our expectations of the Strategic Investment Board (SIB) for the year 2016/17. As in previous years, the letter documents our priorities and requirements and we expect to see these embodied in your corporate and business plans.

### **Delivering the Programme for Government**

The election of a new Assembly in May 2016 will lead to a fresh Programme for Government (PfG). The delivery of this programme will be the Executive's first priority and we expect you to attach the highest importance to supporting departments to achieve the outcomes it defines. We expect you to continue to support major infrastructure and investment projects which have a regional or sub-regional significance. In this, we will expect you to align your use of resources to match the Executive's priorities.

We expect that you will fulfil these requirements through the deployment of staff in strategic enabling roles; the provision of specialist expertise and advice; and the supply of whatever other assistance and support departments, local authorities and other public organisations may need and which is within your competence to make available.

### **The Investment Strategy**

The new Programme for Government will require a revised budget and updated Investment Strategy (ISNI). We expect SIB to draft the Investment Strategy and supporting documentation for our consideration. In doing so, you are to work with the Department of Finance, other departments and local authorities to ensure that the strategy embodies our policy priorities and defines a path to deliver the infrastructure required to achieve the economic growth and social development that are the Executive's key objectives. Once the Investment Strategy is agreed we expect SIB to be active in enabling and supporting key projects within the Strategy.

You will continue to publish the regional investment pipeline and will ensure that the updated ISNI Delivery Tracking System meets the requirements of Ministers, Assembly Committees and departmental officials as well as private sector stakeholders.

#### **Asset Management**

The Asset Management Unit (AMU) is to continue to implement the Executive's Asset Management Strategy in line with the plans that we have approved and the relevant asset management aspects of the Fresh Start agreement. In particular, we expect the AMU to make rapid progress with the Invest to Save programme, for which you have recently been provided with enabling funds. We expect you to encourage and support both existing and new departments in making effective and efficient use of their property assets.

You are to continue your work on reviewing the effective operation of Private Finance Initiative (PFI) and Public Private Partnership (PPP) contracts.

#### **Support to Local Authorities**

Following the devolution of significant functions in areas such as planning and local economic development, you are to ensure that the assistance you provided to departments in these and similar regionally and sub-regionally significant areas continues to be available in support of Local Authorities' investment plans, subject to the agreement of appropriate funding arrangements.

#### **Reform**

Pressures on the Executive's budget will require the transformation of public service delivery. SIB is to support departments in this work. We expect you to ensure that SIB has the capacity and capability to provide assistance in the delivery of reform projects.

We also expect SIB to assist the restructuring of departments, particularly by providing continuity of support to ongoing projects and programmes.

We wish to see SIB work with departments, academia and the private sector to extend the use made of government data to inform policy and decision-making.

#### **Support for the NI Investment Fund**

The present financial situation continues to make it unlikely that the Executive will consider major programmes of new revenue funded investment to be affordable.

The formation of the Investment Fund will, however, provide an opportunity to direct additional capital investment to regionally important projects. You are to support DFP in the establishment and operation of the fund, ensuring that it is in place in 2016/17 and delivers the best possible return on our investment.

#### **Urban Villages**

We attach particular importance to the successful delivery of the Urban Villages Programme, which is one of the key actions within the Executive's good relations and anti-sectarianism strategy, "Together: Building a United Community". You are to provide residents with opportunities to contribute to the future development of the infrastructure in

their areas and take action to help tackle division, dereliction and decay, thus enabling communities to live together in a reconciled society.

### **Social Value**

It is our intention that the NI Executive should achieve the maximum social value from public sector procurements. We note the publication of your review of the use of Social Clauses in government contracts and its approval by the Procurement Board. We expect you to work with Departments and other agencies to take forward the recommendations of the review and to pilot the new Buy Social approach in construction contracts and in the supply of services. We wish you to increase the public sector's use of the 'Buy Social' approach through the development of new training courses and information packs.

### **Corporate Governance**

SIB is to maintain the highest standards of corporate governance and financial management. In particular, it will continue to comply with all the directions and procedures set out in its 'Management Statement and Financial Memorandum'. SIB is to maintain its close working relationship with our officials in OFMDFM and, in due course, its successor the Executive Office, responding positively to its information and reporting requirements.

SIB is to adhere strictly to our 'no surprises' policy. The SIB Board is to be sensitive to our interests and we expect to be informed well in advance of any material or significant events, transactions or other issues relating to the activities of SIB and the projects it supports that may be contentious or could attract public interest, whether positive or negative.

SIB is to continue to operate within its budget, matching expenditure to its income. Where necessary, you are to agree cost-recovery arrangements with departments, local authorities and other partner organisations in order that you may continue to provide the services that they require.

The SIB Board will maintain its understanding of the organisation's business and cost drivers and will take account of the changing demands of its partners. SIB is to continue to improve the scope and beneficial impact of the services it provides.

We look forward to meeting you and the Board in due course to hear your report on how SIB is delivering against these expectations.

This letter is copied to Malcolm McKibbin, Henry Johnston and Mark Browne for information.

Yours sincerely



**ARLENE FOSTER MLA**  
First Minister



**MARTIN MCGUINNESS MLA**  
deputy First Minister



## Appendix E: Key Objectives for 2016/17

	<b>Project</b>	<b>Desired Outcome(s)</b>	<b>Actions</b>	<b>Performance Targets</b>
I	Asset Management Unit	Achievement of Executive's targets for capital realisations.	SIB will continue to staff and fund the AMU.	To deliver the capital realisation target necessary to support the 2015/16 budget.
		Implementation of Asset Management Strategy.		To implement the Executive Asset Management Strategy in line with the agreed implementation plan and aligned with the relevant commitments in the Fresh Start Agreement.
		Successful Reform of Property Management.		To Support the Reform of Property Management Programme in line with the agreed project plan.
		Invest to Save Programme		To provide the resources necessary to secure the approval of Phase One Invest to Save OBC's.
		Provision of PPP/PFI Reviews		To ensure arrangements are in place that enable departments to review their operational PPP and PFI projects.

	<b>Project</b>	<b>Desired Outcome(s)</b>	<b>Actions</b>	<b>Performance Targets</b>
2	ISNI Development	Development of the Investment Strategy 2016-26.	SIB will draft the next version of the Investment Strategy.	To have completed a draft Investment Strategy by May 2016.
3	Social Value	Use of social clauses in all public sector procurements.	SIB will promote the use of Social Clauses in all public procurements.	<p>By July 2016 to have secured the agreement of the Procurement Board to implement Buy Social in all service contracts over the value of £500K.</p> <hr/> <p>By September 2016 to have delivered training to ten COPE's on Buy Social.</p> <hr/> <p>By end of March 2017 to have developed a model for Buy Social in ICT contracts.</p>
4	Arc21	Successful delivery of residual waste management infrastructure.	SIB will manage the completion of the arc 21 procurement competition.	To have gained planning permission for the project by March 2017.
5	Northern Ireland Community Safety College	Successful delivery of joint training college.	SIB will enable the Justice and Health Ministers to take informed decisions on the future direction of the programme.	Complete Outline Business Case 2, by March 2017.



	<b>Project</b>	<b>Desired Outcome(s)</b>	<b>Actions</b>	<b>Performance Targets</b>
6	Maze Long Kesh Development	Successful development of Maze Long Kesh.	SIB will help government develop Maze Long Kesh as a regeneration site of regional significance by providing the interim Chief Executive and specialist support where appropriate for the Development Corporation.	By the end of FY2016/17, and subject to political agreement, to support the Development Corporation as it brings forward and seeks to secure Ministerial support for a regeneration strategy that is in compliance with the Corporation's statutory objective to secure the regeneration of the site and maximizes the site's economic, historic and reconciliation potential.
7	Social Housing Reform Programme			<b>[DN: To be added after agreement of PfG Objectives]</b>
8	Implementation of the Education Authority	Successful merger of the inherited entities into the EA.	SIB will support EA to implement a single organisation; developing a more effective service delivery model.	To manage the transition from a geographical to a functional organisational structure by March 2017  To complete the recruitment and appointment of Director and Assistant Director level posts by December 2016.

	<b>Project</b>	<b>Desired Outcome(s)</b>	<b>Actions</b>	<b>Performance Targets</b>
9	Strule Shared Educational Campus	Successful entry into service of the Campus.	SIB will manage the delivery of the five projects within the programme to budget and on schedule.	To submit responses in respect of Reserve Matters by 4th July 2016.  To complete construction of Arvalee Special School by September 2016.
11	Social Investment Fund	Successful delivery of SIF capital programme.	SIB will advise on the delivery of the SIF capital and revenue programmes.	By 31 March 2017, to have achieved spend of £15m across all approved revenue projects.
		Successful delivery of SIF revenue programme.		By 31 March 2017, to have achieved spend of £7m across all phase 1 approved capital projects.
12	Sustainable Transport (Belfast Rapid Transit)	Successful implementation of Belfast Rapid Transit programme.	SIB will manage implementation of the Belfast Rapid Transit project in line with the project plan.	By 31 March 2017, to have delivered BRT in line with the project plan.
13	Sports Stadiums Programme	Successful delivery of the three regional sports stadiums.	SIB will assist DCAL deliver the regional sports stadium programme through the provision of a programme manager.	To submit a revised planning application for Casement Park by July 2016.
14	Together: Building a United Community	Successful delivery of the 'Urban Villages' Programme.	SIB will assist OFMDFM/TEO to deliver the Urban Villages programme through the provision of specialist team support	To develop and deliver a capital and revenue programme aligned with approved Urban Village Development Frameworks.

	<b>Project</b>	<b>Desired Outcome(s)</b>	<b>Actions</b>	<b>Performance Targets</b>
15	Financial Management	SIB operates within budget allocation and avoids overspend	SIB will manage its budget effectively.	SIB will manage underspend within a tolerance level of 1.5%.

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## Appendix F: Board Members

<b>Mr Gerry McGinn</b>	Chairman (from September 2013)	
<b>Mr. Frank Hewitt</b>	Non-Executive Director	(since December 2010)
<b>Mr Duncan McCausland</b>	Non-Executive Director	(since September 2013)
<b>Mr. Bro McFerran</b>	Non-Executive Director	(until October 2015)
<b>Ms. Marie-Thérèse McGivern</b>	Non-Executive Director	(since September 2013)
<b>Mr Chris Thompson</b>	Non-Executive Director	(since December 2010)
<b>Ms Kathryn Thomson</b>	Non-Executive Director	(since October 2015)
<b>Mr Danny McSorley</b>	Non-Executive Director	(since November 2015)
<b>Mr. Brett Hannam</b>	Chief Executive	(since June 2012)

## Appendix G: SIB Organisation Chart

Brett Hannam  
Chief Executive

Gregor Hamilton     Anna Gray  
Legal Director     Associate Counsel

### Project Directors and Managers

Adrian Grimshaw     Connswater Greenway  
Alan McVicker     SBRI Projects  
Bryan Gregory     NICSC Desertcreat  
Ciaran de Burca     Belfast Rapid Transit  
Ciaran McGurk     Museum of Free Derry  
John Green     arc21  
Jonathan Gray     NW Sports Village  
Jonathan Porter     HMS Caroline  
Richard Rodgers     EnergyWise Project Director  
Ruairi Lavery     SRC Project Director  
Kevin Hegarty     Wind Energy

### Ebrington & NW Projects

Martin Turner     Ebrington & NW Projects Director  
Noel Conway (Startin Ebrington Construction Manager

### DCAL Advisory Group

Rory Miskelly     Director  
Phelim Maguire     Project Manager  
Jacqueline Fearon     Cost and Commercial Manager

### Asset Management Unit

Scott Wilson     Head of AMU  
Michael Donnelly     Head of Corporate Finance  
Johnny Moore     Land and Property Advisor  
Colin McCrossan     Project Manager

### AMU: Social Housing Reform

Ronan O'Hara     Social Housing Finance Adviser  
Susan Groat     Social Housing Adviser (ASA)

### AMU: Reform of Property Management

Derek Kennedy     Acting Transformation Director  
Gareth Kimpton     Office Transfer Manager  
Mark Wishart     Asset Management Adviser  
Suzanne Allen     Asset Management Adviser

### Strategic Support Unit

Mary McKee     SSU Director  
Patricia Mallon     Business Development Manager  
Niall McGurk     Strategic Support Manager  
Maureen O'Reilly     Strategic Support Manager  
Hollie Carroll     Buy-Social Development Officer  
Nuala Griffiths     Buy-Social Development Officer  
Lisa Beers(starting 8/ Business Research Officer

### Associate Strategic Advisers

Angela Reavey     Kevin McShane  
Colin Maxwell     Mags Millar  
Colin Stutt     Philip McDonagh  
Elaine Gilchrist     Richard McFarlane  
James Gilchrist     Stephanie Morrow  
James McCombe     Stuart Cairns  
John Miskelly     Susan Lindsay  
Mike Smith

### Interns & Student Placements

Clare Higgins     Dean McBride  
Dearbhla O'Rourke     Kevin Ferris (RPM)

### Strategic Advisers

Anne McCready     United Youth Adviser  
Conor McCrory     Procurement Manager: NICSC  
Jennifer Morgan     Construction Manager: LSEC  
John Adamson     Strategic Adviser  
Julie Harrison     Good Relations Adviser  
Kyle Alexander     MLKDC Acting Chief Executive  
Mark Adam     NIPS Change Advisor  
Patrick McMeekin     Economic Adviser  
Paul Priestly     Strategic Adviser  
Roy Bell     Procurement Adviser: EnergyWise  
Stephen Wood     Transport Modelling Manager  
Wesley Emmett     Organisational Development Advisor

### Investment Strategy

Martin Spollen     Head of Investment Strategy  
Johann Gallagher     Economic Adviser  
Esther Barnes     IDTS Manager

### Social Investment Fund (SIF)

David Gilmour     SIF (Capital Projects)  
Kenny Knox     SIF (Revenue Projects)  
Joy Hadden     SIF Revenue Project Manager  
Darryl Petticrew     SIF Project Manager

### Urban Villages

Brenda Burns     Programme Director  
Stephen McGowan     Business and Strategic Partnerships Manager  
Jane McCarthy     Cultural Innovation and Engagement Manager  
Sarah McKegney     Business and Research Officer  
Andrew Stevenson     Construction Director  
Mary Kerrigan     Urbanist  
Justine Daly     Urbanist  
Tristan McCorry     Administrator  
Barbara Wallace (Sta Local Co-ordinator  
Emma Donnelly(Star' Local Co-ordinator  
Anne Donnelly(Starti Local Co-ordinator  
Joe Hinds(Starting 4/ Local Co-ordinator

### Education Authority Implementation Team

Pat O'Neill     Change Director  
Denise Stockman     Acting Operations Director  
John Jennings     ICT Projects Manager  
Helen Gallagher     Recruitment Manager  
Karen Smith     HR Adviser (ASA)

### Communcations

Fiona Kane     Communications Director  
Jean Wylie     Communications Manager  
Maggie Cassidy     Communications Officer  
Rachel Edwards     Communications Officer

### Administration

Louise Millen     Finance Manager  
Fintan McBreen     Accountant  
Andrew McLean     Finance Officer  
Noreena Coll     Finance Assistant  
  
Sam Pringle     Information & Compliance Manager  
  
Ursula Doherty     HR Manager  
Rebecca Russell     HR Officer  
  
Helen McNeill     PA to CEO  
Elaine Allen     Receptionist

## Appendix H: 2016/17 Supported Programmes & Projects

(Note: Projects are listed alphabetically within priorities. Data correct at 1/2/16))

<i>Priority and Project</i>	<i>Type of SIB Support</i>	<i>≈Capital Value</i>
<b>First Order Priorities (Programme for Government)</b>		
arc21	Programme Director and advice	£200m
Asset Management Unit	Programme Director, Staff & Funding	
Belfast Rapid Transit	Programme Director	£98m
Belfast Transport Hub	Advice	£120m
Casement Park	Project Manager	£77m
Connswater Greenway	Project Manager	£32m
Delivering Social Change	Advice and Staff	
NICSC (Desertcreat)	Programme Director & staff	£157m
EA Implementation	Programme Director & support staff	
Investment Strategy	Programme Director, Staff & Funding	
MLK Development Co.	Acting Chief Executive	
NIPS Change Programme	Programme Director	
OFMDFM/Social Change	Project Managers	c£80m
Primary Health	Programme Advice & Funding	£60m
Social Investment Fund	Programme Management Advice	c£30m
Social Value (Social Clauses)	Advice and Staff	
Housing Reform Programme	Advice	
Sports Stadiums Programme	Programme Director	£130m
Strule Educational Campus	Construction Manager	£130m
United Youth Programme	Programme Adviser	
Urban Villages	Programme Director and Delivery Team	£10m

### **Second Order Priorities (Regionally Significant Projects)**

ABOD Heritage Centre	Project Manager	£2m
Commercialisation	Advice & Funding	
Connswater Greenway	Project Manager	
DARD Wind Farm Project	Project Manager	
Dunluce Castle	Project Manager	£15m
Ebrington	Project Manager	£5m
Erne Hospital Shared Service	Funding & Advice	£30m
FSNI Reform	Change Director	£18m
Government Data Centre	Project Manager	£27m (Rev)
Energy Wise Project	Project Manager	
HMS Caroline	Project Manager	£14m
Kilkeel Infrastructure	Advice	
Museum of Free Derry	Project Director	£2m
North Coast Sports Village	Project Manager	£30m
PODSS	Advice and Funding	
RUC GC Museum	Advice	£5m
NERC	Project Manager	
SERC	Project Manager	
Waterfront Hall Extension	Project Manager	£30m

## Appendix I: Glossary of Infrastructure Acronyms

AFBI	Agri-food and Biosciences Institute
AMP	Asset Management Plan
AMU	Asset Management Unit
AWC	Advanced Works Contract
BAFO	Best and Final Offer
BELB	Belfast Education and Library Board
CSR	Comprehensive Spending Review
D&B	Design and Build
DBFO	Design, Build, Fund and Operate
DCAL	Department of Culture, Arts and Leisure
DCC	Derry~Londonderry City Council
DE	Department of Education
DF	Director of Finance
DFP	Department of Finance and Personnel
DHSSPS	Department of Health, Social Services and Public Safety
DOE	Department of the Environment
DoJ	Department of Justice
DSD	Department for Social Development
DST	Decision Support Tool
EA	Education Authority
EIPS	Education Infrastructure Procurement Service
EFW	Energy from Waste
EQIA	Equality Impact Assessment
EU	European Union



FBC	Final (Full) Business Case
FM	Facilities Management
FTC	Financial Transactions Capital
HEaT	Home Energy and Thermal efficiency
HR	Human Resources
HSSA	Health and Social Services Authority
ICT	Information and Communications Technology
IDG	Inter-Departmental Group
Ilex	Derry~Londonderry Urban Regeneration Company
ISNI	Investment Strategy for Northern Ireland
ISOP	Invitation to Supply Outline Proposal
ITN	Invitation to Negotiate
JV	Joint Venture
KPI	Key Performance Indicator
MLK	Maze/Long Kesh
NIAS	Northern Ireland Ambulance Service
NICS	Northern Ireland Civil Service
NIFRS	Northern Ireland Fire and Rescue Service
NIHE	Northern Ireland Housing Executive
NIPS	Northern Ireland Prison Service
NIW	Northern Ireland Water
OBC	Outline Business Case
OFMDFM	Office of the First Minister and Deputy First Minister
OFREG	Office of the Regulator
OPP	Outline Planning Permission
PbCRC	Peace -building and Conflict Resolution Centre

PCCI	Primary Community Care Infrastructure
PDU	Programme Delivery Unit
PDSU	Programme Delivery Support Unit
PF2	Private Finance II; (the second generation of PFI)
PFI	Private Finance Initiative
PODSS	Police Operations Decision Support System
PPP	Public-Private Partnership
QA	Quality Assurance
RADAR	Risk Avoidance and Danger Awareness Resource
RFI	Revenue Funded Investment
RIP	Regional Infrastructure Plan
RUAS	Royal Ulster Agricultural Society
R&D	Research and Development
SBC	Strategic Business Case
SBRI	Small Business Research Initiative
SIB	Strategic Investment Board Limited
SIPM	Strategic Infrastructure Planning Model
SDP	Strategic Delivery Plan
SRO	Senior Responsible Officer
TOR	Terms of Reference