

CORPORATE PLAN 2015–2018
&
BUSINESS PLAN 2015-16

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SIB CORPORATE PLAN 2015–2018

Introduction

1. The purpose of this Corporate Plan is to set out the medium term objectives of Strategic Investment Board Limited (SIB) and describe the corporate strategy it will follow in their achievement. The annual Business Plan develops the Corporate Plan by defining in detail SIB's targets for 2015-16, the resources it will deploy and the activities it will undertake.
2. The Asset Management Unit (AMU), which is located within SIB, has produced an Action Plan for its work in 2015/16. This attached at Appendix A and has been approved by the Asset Management Programme Board. This plan complements, and is entirely consistent with, SIB's Corporate and Business plans.

Background

SIB

3. SIB was established in April 2003 by *The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003*. The legislation created the mechanisms and structures required to enable ministers to coordinate work across departments to deliver the new schools, hospitals, roads and other civic infrastructure the region requires for the 21st century.
4. 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.

Roles & Responsibilities

5. SIB supports government departments and agencies by helping them
 - plan infrastructure;
 - deliver major projects; and
 - manage assets.
6. SIB works with the private sector to stimulate market interest and ensure that companies have the information they need about government's investment plans. SIB seeks to

develop the market in ways that deliver competitive tension and thus help departments achieve better value for public money.

7. SIB has four key responsibilities. Firstly, it prepares the Investment Strategy for Northern Ireland (ISNI). This is a rolling ten-year plan that describes the public infrastructure 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'), which published the latest revision of the strategy in October 2012.
8. To inform the development of the Investment Strategy and of the investment plans of individual departments, SIB has developed expertise and techniques that can assist departments to produce strategic infrastructure planning models. These inform infrastructure planning decisions by modelling the impact of different options for service delivery.
9. SIB acts as a 'bridge' between the public and private sectors across which innovation, specialist skills and market intelligence can be shared to the mutual benefit of both sectors and the wider region. SIB manages the ISNI Delivery Tracking System (DTS) and the Executive's ISNI Web Portal (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.
10. Secondly, SIB assists the public sector to develop and deliver investment programmes and projects. SIB's role is to work in partnership with government departments to accelerate delivery timetables and obtain better value for the taxpayer. SIB provides staff to fulfil project management and advisory roles in support of departments. Such staff have specialist skills, knowledge and experience that suit them to the particular projects on which they are deployed.
11. 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 has developed and published an Asset Management Strategy for the effective and

efficient management of public sector property assets. The AMU also helps departments achieve the Executive's programme for raising additional capital for re-investment during the period 2011-2015. In 2015, the Executive has set the AMU the target of delivering £50m through capital realisations.

12. Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery; by developing specialist skills and capabilities and by carrying out relevant research and analysis.

Corporate Plan Format

13. The structure and scope of the Corporate Plan is defined in the organisation's Management Statement and Financial Memorandum¹ (MSFM) and comprises two elements:

Section 1 describes the context within which SIB operates. It begins with a review of the organisation's work in 2014/15 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 within 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.

¹ The MSFM was last reviewed in 2012.

Section 1: The Business Planning Context

Review of 2014/15

14. During 2014/15 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 third year in succession, SIB has provided assistance (including research, consultancy, project management and other services) to every government Department and a range of other partners² including agencies, NDPBs and district councils.
15. In 2014/15 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 Lisanelly Shared Education Campus, the Community Safety College at Desertcreat, 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; HEaT (Household Energy and Thermal efficiency); and Urban Villages;
 - continuing to support Belfast City Council and other district councils 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 development of the Executive's asset management strategy and the implementation of departmental asset management plans.
16. A more extensive account of the work of SIB during 2014/15 is set out in Appendix B.

² 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

17. 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.
18. At the time of writing it is currently expected that around **£1.3bn** will have been invested during the year to end-March 2015. Details of the individual programmes and projects delivered under the Investment Strategy in 2014/15 are contained in Appendix C.

Assumptions, Constraints and Dependencies

19. In 2013 the First Minister and deputy First Minister set out their initial expectations of SIB 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. This year the Ministers wrote again to update this expression of their requirements (see Appendix D).
20. SIB's plans are predicated on a set of assumptions. Some of these assumptions have yet to be verified and thus constitute 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.
21. The Programme for Government, published in March 2012 and extended in 2015, sets out the Executive's policy goals for the remainder of the mandate of this Assembly. In accordance with Ministers' instructions, the SIB's work will be focused on supporting the delivery of these objectives. Of the seventy-six targets documented in the Programme for Government, SIB is currently assisting in the delivery of thirteen (18%). These are listed at paragraph 54 below.
22. OFMDFM 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 allocated SIB resources for the financial year 2015/16 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 12.8% lower than in 2014/15. However, SIB intends to continue to use co-funding arrangements with its partners that enable it to extend this

core funding. In 2015/16 SIB assumes that it will receive some £3.9m (c43% of its budget) through such arrangements.

23. At the time the Investment Strategy 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, revenue funded projects for which SIB's support will be required.
24. Changes to the scope and nature of the responsibilities of district councils consequent upon the Executive's reform of public administration mean that departments have devolved responsibilities in areas such as planning, roads, urban regeneration, community development, local economic development and local tourism. SIB expects that it will now provide support in these functional areas through new partnerships with local authorities.
25. Pressures on the Executive's revenue budget, together with commitments made in the Stormont House Agreement, are likely to require departments to transform their approach to the delivery of public services. SIB expects that it will receive requests for assistance with reform projects.
26. 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. SIB staff can, however, only operate effectively as part of appropriately staffed and resourced teams established by those partners. There is a risk that plans to reduce the size of the public sector may disrupt such teams and adversely impact on delivery.
27. The ability of the Asset Management Unit (AMU) to dispose of surplus assets is directly influenced by prevailing market conditions. The possible impact of weak demand for surplus assets is discussed in the section 'Risks' below.
28. 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

29. SIB operates in ways consistent with a set of policies that have been defined by the Board and agreed with OFMDFM. These are documented and published on its web site. They are also consistent with the principles set out in the Programme for Government³. The implementation of these policies means that:
30. 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;
31. SIB will pursue sustainable development policies and its advisers will ensure that the projects they support pay due regard to sustainability issues;
32. SIB will contribute to the implementation of the government's social policies and support initiatives such as "Lifetime Opportunities". Through initiatives such as 'Buy Social' and 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;
33. 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
34. 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.

³ Programme for Government, 2011-15, page 25.

Risks

35. This section examines the major risks arising from the environment in which SIB operates and sets out SIB's response.
36. 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.
37. The significant reductions in SIB's core funding will, for the foreseeable future, continually 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.
38. 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.
39. 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.

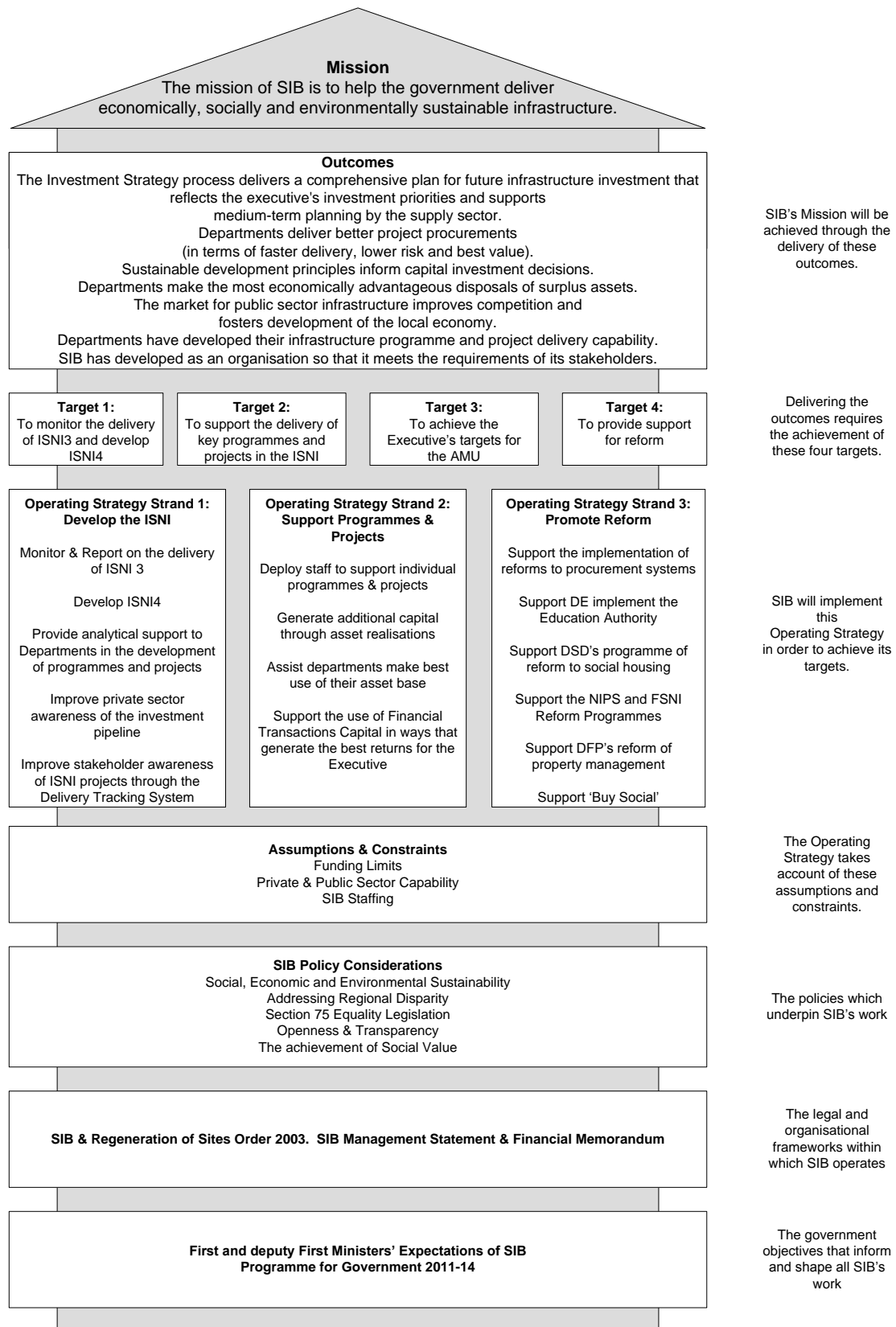
40. Planned legislation that aims to reduce the exploitation of low-paid staff working on 'zero hours contracts' risks reducing SIB's ability to offer flexible working arrangements to Associate Strategic Advisers (ASAs). SIB will, therefore, amend its contracts with such staff in order to comply with the spirit and letter of such reforms whilst retaining the benefits of the existing model.
41. 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

42. 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;
 - SIB's core funding will be as set out in OFMDFM's 2015 budget;
 - partner organisations will continue to be willing to enter into co-funding arrangements in line with extant Operational Partnering 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.
43. 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; and
 - (d) the public sector's capability to deliver infrastructure projects is eroded.
44. 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.

45. 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 capabilities.
46. 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.
47. Should departments be unable to provide the resources 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.
48. 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 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

49. The mission of SIB is to help the government deliver economically, socially and environmentally sustainable infrastructure.

Strategic Priorities

50. SIB derives its strategic priorities from the targets set by Ministers in the Programme for Government⁴. 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.

51. The over-arching priority for SIB is to help government deliver “enhanced economic infrastructure”⁵.

52. 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);

⁴ Programme for Government 2011-15, p29.

⁵ Programme for Government 2011-15, p30.

- the need to deliver the best possible return to the Executive through the use of Financial Transactions Capital (FTC);
- 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; and
- the need to develop SIB's capacity and capabilities to ensure it continues to meet the needs of its partners.

SIB Medium Term Objectives, Outcomes and Targets

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

- to keep the current Investment Strategy under review in the light of changing circumstances and to plan for ISNI4;
- 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;
- to deliver supported projects/ programmes in accordance with the plans set out in the current ISNI 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 those in the Republic of Ireland, in accordance with North South agreements; and

- to develop the organisation and the individuals within the organisation.
54. SIB is currently directly contributing to, (or, where complete, has contributed to), the delivery of 18 actions across 13 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 (e.g. regional stadiums)];
 - to develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby; [Provision of Programme Director];
 - 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];
 - 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]
 - 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];
 - 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];
 - 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];
- to significantly progress work on the plan for the Lisanelly 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]”.

55. 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 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;
- SIB has met the targets set it for Revenue Funded Investment and the use of Financial Transaction Capital;
- SIB has met the targets set it for the generation of additional capital;
- SIB has helped Departments develop and implement asset management plans;
- SIB has provided information to the private and third sectors that informs their decision-making and fosters the development of the local economy;
- 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), the private and third sectors, its staff and the public.

56. SIB operates within a performance management framework that is consistent with the FABRIC⁶: approach to performance information. The key performance targets linked to its medium-term objectives are:
- to support departments to develop investment delivery plans;
 - to meet Ministers' targets for the generation of additional capital through asset realisation and assist departments to make best use of their asset base;
 - to deliver the best possible return for the Executive from its FTC investments;
 - to assist Departments to deliver investment programmes and projects; and
 - to provide support for reform (including the reorganisation of the NICS) in ways agreed with OFMDFM and set out in SIB's annual business plan.

Operating Strategy

57. 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 assist departments to develop cost-effective investment delivery plans that will achieve Ministers' policy objectives;
 - to improve the public sector's management of its estate and realise surplus assets;
 - to encourage a well-informed market capable of delivering projects at competitive prices;
 - to assess the state of the region's current infrastructure, its condition and performance and to consider the implications of this for future strategic investment need; 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.
58. 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.

⁶ Choosing the Right FABRIC - A Framework for Performance Information, HM Treasury et al, March 2001.

Investment Strategy

59. SIB will, with its colleagues in DFP and OFMDFM, monitor and, where necessary, update the Investment Strategy. It will recommend amendments to the strategic investment profile where research indicates these are necessary to ensure that the Executive achieves the maximum return from the available capital.
60. Having reviewed the processes used to produce ISNI 2011-21, SIB will apply the lessons learnt from this assessment to the production of ISNI4.
61. SIB will use its audit of the current state of infrastructure provision within the region to inform future investment decision-making.
62. 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.
63. 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 Agreement. 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
64. 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 possible solutions to the region's infrastructure deficit.
65. 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 publish and update the regional infrastructure pipeline.

66. SIB will develop and maintain its capacity to advise departments on the use of FTC. 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

67. 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 Partnering Agreements. Where it will accelerate delivery and reduce risk, it will use its enabling budget to fund or part-fund expert professional services employed by departments.

Reform

68. 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.
69. 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.
70. 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. SIB plans to amend the operating model for Associate Advisers in the light of experience of its use and planned changes to employment legislation.
71. 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.

72. SIB will continue to review operational PPP/PFI contracts to determine whether there is scope to reduce costs and achieve further efficiencies.
73. 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.
74. The Company will continue to support public sector commercialisation by providing expert advice to those organisations embarking on such activities.
75. 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.
76. The company will continue to develop the Investment Strategy Delivery Tracking System, a web-enabled database that provides detailed information on projects and programmes. It will continue to 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.
77. 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

78. 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.

79. In this context the concept of 'difficulty' means that projects must usually have one or more of the following challenges:
- 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.
80. 'Additionality' means that the project needs, for example, sustained input from SIB staff who have the facility to develop markets, reduce consultancy spend; shorten schedules; mitigate risks and cut costs.
81. 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.
82. This approach will, of course, 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.
83. Where there is a new or emerging need for support, SIB will continue to respond by creating the required capability.

Organisational Development

84. 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 and DFP. It will continue to fulfil its obligations under the Freedom of Information Act.
85. Recognising that its rapid growth had implications for its line management arrangements, support services and internal communications, last year SIB considered what changes were required to ensure the organisation continues to meet its objective to be an agile, responsive organisation capable of meeting the needs of its partners. SIB will continue to

implement improvements in the areas of HR administration, compliance, financial management and communications.

86. SIB is likely to need to respond to increasing demand for its services. SIB will, therefore, for each project work with its partners to identify the most appropriate way of funding its work. This will, in certain cases, continue to be through grant-in-aid from OFMDFM, but in others will require SIB to recoup all or elements of its costs through co-funding arrangements.
87. SIB will work with DFP and departments to develop and agree appropriate arrangements to govern the deployment and management of FTC investments.
88. 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.
89. 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.
90. The Board will continue to work in accordance with the 2012 version of the organisation's Management Statement and Financial Memorandum (MSFM).
91. OFMDFM intends to commission a review of SIB in 2015/16. The Board and staff will contribute positively to this review and implement those recommendations arising from it that are approved by Ministers and the sponsor department.
92. Ministers intend to change the sponsorship arrangements for SIB so that it will be accountable to a newly-established department for Infrastructure. The Board and staff will facilitate this transition.

Forecast of Expenditure & Income

93. 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:

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 and

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 2015/16. These figures are subject to revision by OFMDFM.

Income		Expenditure	
OFMDFM	£5,220	Staff Costs	£7,542
User Charges	£3,928	Cost of Operations	£812
		Enabling Expenditure	£794
Total:	<u>£9,148</u>	Total:	<u>£9,148</u>

All Figures in £000

SIB Budget 2015/16

SIB BUSINESS PLAN 2015–16

Introduction

95. This Business Plan defines the business targets of Strategic Investment Board Limited (SIB) for 2015/16. 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

96. 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.

97. 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

98. 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 the structure of the company and a breakdown of staff currently in post can be found at Appendix G.

Objectives & Targets

99. SIB's key targets for 2015/16 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.

100. 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.
101. 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 partners on the performance of senior staff.

Priorities for 2015/16

102. The budgetary pressures SIB faces in 2015/16 mean that it must prioritise its work carefully. Having considered the direction provided by Ministers and officials in OFMDFM and taken into account the Executive's priorities as set out in the *Programme for Government*, SIB has classified the programmes and projects it supports as follows:
 103. First Order Priorities: those projects which are within the Programme for Government and where SIB's involvement is critical to their success. The work of the AMU is classed as a First Order Priority.
 104. Second Order Priorities: those projects which have a significant local impact and where SIB makes a substantial contribution to the success of the project.
 105. 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.
106. A prioritised list of projects that SIB plans to support in 2015-16 is attached at Appendix H.

Budget 2015/16

108. The 2015/16 budget is as follows:

	Gross Cost to SIB	Recharges	Net cost to SIB
<i>Staff</i>			
Admin	£382,558	£5,000	£377,558
AMU	£568,701	£0	£568,701
CEO	£181,074	£0	£181,074
Communications	£140,598	£0	£140,598
ISNI	£248,917	£0	£248,917
Legal	£224,514	£0	£224,514
Strategic Advisers	£613,255	£174,067	£439,188
<i>Operating Overheads</i>	<i>£812,000</i>	<i>£0</i>	<i>£812,000</i>
<i>Pay Remits</i>			
14/15 pay remit (1%)	£60,000	£0	£60,000
15/16 pay remit (1%)	£68,000	£0	£68,000
<i>Enabling Budget</i>			
Enabling Expenditure	£789,000	£0	£789,000
TOTAL COST OF CORE OPERATIONS:	£4,088,617	£179,067	£3,909,550
Project Management Support (Staff)	£4,819,371	£3,514,014	£1,305,357
Support through Associate Advisers	£235,000	£235,000	£0
TOTAL EXPENDITURE:	£9,142,988	£3,928,081	£5,214,907

109. 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.

110. 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 FY14/15 to be in the region of £3.928m.

111. SIB will continue to use Associate Strategic Advisers where this delivers value for money. The cost of such support is recharged to partners.
112. Unlike in previous years, SIB has not over-programmed its 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 with previous years.
113. The net projected allocation of the enabling budget to projects is set out in the table below.

AMU Transaction Costs	335	42%
Primary Care Consultancy	300	38%
Project Development	64	8%
Delivery Tracking System & ISNI Web Portal	35	4%
ePIMS licence	30	4%
Buy Social Advice	20	3%
ISNI production, Consultation Reports etc	10	1%
Total:	794	

Costs in £000 inc VAT

SIB – Enabling Expenditure

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

Office Accommodation	£204	25%
IT Fees	£123	15%
Travel, Accommodation & Subsistence	£106	13%
Director Costs	£83	10%
Audit & CPD Costs	£79	10%
Communications	£60	7%
Training	£46	6%
Mobile Phones & Postage / Phones / Courier	£42	5%
Miscellaneous Operational Costs	£27	3%
Conferences	£15	2%
Hospitality	£9	1.0%
Stationery	£6	0.7%
Equality Support	£6	0.7%
Computer Software & Hardware	£5	0.6%
Depreciation	£5	0.6%
Total:	£812	

Figures in £000s inc VAT

SIB – Operating Costs

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

ABOD Siege Heroes Museum	1
arc21	1
Connswater Greenway	1
DCAL Projects	1
Desertcreat	2
Dunluce Castle	1
e Cars	1
ESA	4
Forensic Science Reform	1
HEaT	2
HMS Caroline	1
Ilex Projects	1
Lisanelly	2
MLKDC	1
NIPS Estates	1
NIPS Change Programme	1
North Coast Sports Village	1
Rapid Transit (Belfast)	2
Reform of Property Management	5
SBRI Projects	2
Shared Data Centre	1
Social Investment Fund	2
Social Housing	3
Stadia	1
United Youth	1
Urban Villages	2
Waterfront Hall Extension	1
Wind Energy	1

Appendix A: Asset Management Unit Action Plan

Proposals for the 2015/16 Action Plan

The primary focus for the Asset Management Unit in 2015/16 will be to prioritise resources for projects that have the potential to generate significant resource savings and additional capital. The actions will ensure alignment between the Asset Management Strategy and the commitments in the Stormont House Agreement. The following table proposes the priority areas of activity and the key milestones to be achieved over the year. Subject to Delivery Oversight Group advice, this will be finalised and submitted to the Programme Board for approval.

	Project	Key Milestone
1	Social Housing Reform Programme	Completion of OBC by June 15
2	Reform of Property Management Project	Completion of OBC by Sept 15
3	Collaborative Procurement Programme	Agree mechanism for calculating expenditure on Assets within the scope of the AMS and establish baseline for savings by Sept 15 Award 8 Collaborative arrangements by March 16
4	Capital Receipts Target	Finalise proposals for delivering the £50m capital receipts target by June 15 Deliver £50m of capital receipts by March16
5	Reform and Restructuring Proposals (SHA para. 11)	Working with DFP, develop a list of proposals with departments for (Executive?) consideration by June 15
6	Consolidation and Invest to Save Projects	Seek approval of DOJ HQ OBC by June 15 Seek approval of AFBI HQ&PSC OBC by June 15 Seek approval of Forest Service Wind Energy Project OBC by June 15 Present options to DOG for next phase of projects by Sept 15
7	PFI Savings Opportunities	Agree a programme of reviews and resourcing proposals with departments by June 15
8	Asset Management Plans	Seek opinion from departments to pursue ISO 55001 certification and report to DOG by Sept 15 Departmental Board approval of AMPs by Dec 15

Proposed Approach to the Delivery of the 2015/16 Capital Receipts Target

Background

The 2015/16 Budget agreed by the Executive included a capital receipts target of £50m. This target is challenging but can be achieved by means other than just asset sales.

AMU and DFP have identified a number of areas where potential exists to deliver the target or establish proposals that may benefit in future years. These are summarised for further discussion with the Delivery Oversight Group below;

Asset Disposals

Prior to the Stormont House Agreement and Executive agreement of the 2015/16 budget, the AMU had identified £7m of assets which are declared surplus and ready for disposal during 2015/16. This is broadly in line with the run rate of asset disposals over the last 3 years, which have been achieved with a large number of low value sales averaging at £95,000 per lot.

To deliver a more significant target will require a change of focus to larger lot sizes, large portfolios not currently declared surplus (e.g. Transport NI Interim Estate, INI land bank and NIHE Undeveloped Land), underutilised assets and income generating assets. Investment required to enhance the value of large lot size assets (e.g. planning applications) is not likely to be available and there is insufficient time to conclude these actions within 2015/16. An immediate change of approach to securing receipts and enhancing value will be required which will also require a change to the traditional relationship with the private sector.

Loan and Equity Refinancing

Where departments have historically provided loan or equity funding to private companies using public money, it is possible that these could be re-financed using FTC. If the refinancing is provided on the same terms as existing arrangements, this could satisfy State Aid rules and the amount refinanced could be treated as a receipt and thus contribute to the target.

Further work will be undertaken to ensure there are no restrictions on existing loan or equity arrangements and explore with departments how best to approach borrowers.

Value Engineering and Optimism Bias

Over £1bn has been allocated to departments for capital projects in 2015/16. This will include investment for projects that have either approved business cases, completed

procurement processes or are already on site. There may be an opportunity to carry out a value engineering exercise on a small number of high value projects or programmes to establish if amendments to specification could release capital savings. Departments will be consulted, with assistance from CPD and other COPES to understand how such an approach could be achieved.

A review of how optimism bias is managed and spent may highlight how efficiencies might be delivered; the scale of optimism bias currently allocated to the 2015/16 investment programme cannot easily be identified. The Scottish Government recently decided to transfer optimism bias to the 'centre', requiring projects to bid for contingency funds when necessary. The ICE is working with Infrastructure UK to review the management and expenditure of optimism bias, which has been successful for Network Rail and the Olympic Delivery Authority.

Intellectual Property

The extent to which departments and their arms length bodies hold value in intellectual property is not fully understood. Some work was undertaken by OSNI in this area in 2007 which will be re-examined to assess its merits. Initial discussions between AMU and DFP suggest there is merit in raising this with departments to identify where value exists and how this could be realised.

Proposed Next Steps

AMU and DFP propose to meet departments to discuss assets and opportunities that could contribute towards the £50m target for 2015/16 or beyond. The outcome of these meetings and recommendations will be presented to the Asset Management Programme Board for consideration prior to the end of March 2015. Subject to agreement, the budgetary impacts of proposals will then be included in June 2015 Monitoring.

Appendix B: Review of 2014/15

During 2014/15, SIB:

- Provided Project Directors or Managers for the:
 - Northern Ireland Community Safety College at Desertcreat;
 - Lisanelly Shared 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 HEaT energy efficiency project;
 - Plugged In Places (e-cars) Project;
 - DARD Wind Farms Programme;
 - DFP Reform of Property Management Project;
 - Arc21 Waste management procurement;
 - Waterfront Hall Extension project;
 - Connswater Greenway project;
 - World Police Fire and Games legacy project;
 - HMS Caroline project;
 - RUC GC Museum;
 - Museum of Free Derry;
 - Apprentice Boys of Derry Heritage Centre Project;
 - Ebrington Underground Car Park project;

- 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 2014/15;
- published the Asset Management Strategy and ‘State of the Estate’ report;
- 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;
 - 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;
 - and seconding three interns into the Delivering Social Change unit;
 - providing a project manager and procurement advisor for the HEaT programme;
 - publishing the ‘Buy Social’ social value toolkit.
- 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; and
- providing a project manager for the Government Data Centre Project.
- 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 Lisanelly Shared Educational 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 project managers to the arc21 residual waste management infrastructure project; and
 - providing strategic advice on waste management.
- 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 and funding pre-procurement project development work.
- 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 World Police and Fire Games Legacy Projects; and
 - developing a visual arts strategy for Derry-Londonderry.
- supported the Department for Social Development (DSD) by
 - providing a project director and two other 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;
 - 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; and
 - assisting the Agri-food and Biosciences Institute (AFBI) to implement its commercialisation strategy.
- Supported the Department of Enterprise, Trade and Investment (DETI) by:
 - advising on the potential for a new Belfast Media Hub;
 - 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
 - drafting a review of the economic impact of the G8 summit meeting.
- supported the Department of Employment and Learning (DEL) by:
 - 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 £83m FTC loan to the University of Ulster.
- supported Ilex through:
 - the provision of a Project Manager to deliver the Ebrington underground car park and other projects; and
 - completing a review of the economic benefits of the 'City of Culture'.
- 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 Police Operations Decision Support System (PODSS);
 - providing a project manager for the RUC GC museum project; and

- advising on the management of the 'Safety House' (RADAR) and obtaining sponsorship for the project.
- 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

Update on Delivery of Capital Projects under ISNI

1. In the financial year 2013/14 some **£1.33 billion** was invested in capital infrastructure projects across the region, including approximately:
 - £261 million under the **Networks** pillar;
 - £174 million under the **Skills** pillar;
 - £252 million under the **Health** pillar;
 - £278 million under the **Social** pillar;
 - £179 million under the **Environment** pillar;
 - £121 million under the **Productive** pillar;
 - £56 million under the **Justice** pillar; and
 - £11 million other capital expenditure.
2. During 2013/14 and up to December 2014, a number of important capital projects or programmes were completed. These included:

NETWORKS

- An innovative low carbon Antrim Integrated Bus/ Railway Station was opened in September 2013.
- A new Pedestrian footbridge at Moira Train Station was also opened.
- Work started in November 2014 on the refurbishment programme for the Enterprise rail service trains.
- The A8 Belfast to Larne Road dual carriageway scheme is over the half-way point and remains on schedule for completion by May 2015.
- Work commenced in November 2014 on the dual carriageway scheme between the A26 at Glarryford and the A44 at Ballymoney.
- Work has commenced on the Eastern and Western corridor routes for the Belfast Rapid Transit project.
- The £24 million Broadband Improvement Project got underway in early 2014.

SKILLS

Further and Higher Education

- Construction on the South Eastern Regional College Performing Arts Centre (around £12 million) in Bangor started in January 2014.
- The University of Ulster secured a £150 million loan from the European Investment Bank and a £35 million Financial Transactions Capital loan to progress its £250 million University of Ulster Belfast Development project (£250 million). Subsequently the Executive approved a further loan of £38.5 million for the project.

Schools

- Some £100 million was spent on school new builds and refurbishment in 2013/14.
- In March 2014, the relocation of St Gerard's Resource Centre from West Belfast to the former Balmoral High School was completed.
- Construction was completed on the £25 million new school building for Lagan College in Belfast and the building was officially opened in February 2014.
- Work is ongoing at Strathearn Grammar School, Victoria Park Primary School, Belfast; St Joseph's Convent Primary School, Newry; St Theresa's Primary, Lurgan; Tannaghmore Primary, Lurgan; Bunscoil Bheann Mhadagain, Belfast; and Eglinton Primary. Phase one of the Lisanelly Shared Education Campus in Omagh commenced in October 2013, including preparatory work for a new school for Arvalee Special School and a resource centre.

Libraries

- A new Kilkeel Library opened in February 2014.
- Work is commenced on a new £1.2 million town-centre library in Lisnaskea which is due to complete in early 2015.

HEALTH

Hospitals

- In May 2014 work started on a new Hospital Dentistry Department for the Northern Health Trust at the Antrim Area Hospital site.
- Construction began on a £1 million extension to the Neonatal Unit at Antrim Area Hospital.

- In September 2014 construction started on the £3.5 million replacement Cath Lab at the Royal Victoria Hospital.
- Enabling works have commenced at the £48 million Maternity Unit at the Royal Victoria Hospital, with procurement underway for the construction contract.
- A £74 million project at Omagh Local Hospital moved in to construction in July 2014.
- A £11 million project to replace theatres 1-4 at Craigavon Area Hospital was also completed during the period. Construction has commenced on an additional main theatre at the hospital.

Primary Care

- Construction started in December 2013 on the £15 million Banbridge Community Treatment and Care Centre.
- Construction has also started on the new Ballymena Health and Care Centre, the largest to date in Northern Ireland.
- The new state of the art Children's Intensive Support Unit at Ballee opened in January 2014.
- The Old See House Integrated Community Mental Health Resource Centre was delivered during this period.
- Almost £7 million was invested in an extension to Bluestone Unit of Craigavon Area Hospital which was completed in June 2014.

Public Safety and Technology

- Construction of the new Community Fire Station in Omagh was completed at the beginning of June 2014.
- A new £5.5m ambulance station in Ballymena went in to construction in November 14.

SOCIAL

- Sixty one Social Housing schemes in excess of £86 million were completed during the period.
- The redevelopment of Ravenhill Stadium was completed at the end of April 2014.
- Work continued on the £3 million regeneration of Bank Square in Belfast.
- Five Public Realm and Environmental Improvement (PREI) schemes to the value of around £6 million were completed during the period.

- The demolition of the current Strabane Social Security office and the building of a new office commenced in October 14.

ENVIRONMENT

- More than £225 million has been invested in Water and Waste Water schemes completed during the period.
- Works were completed at the £1.5 million flood alleviation scheme for Ballygawley.
- A £1.3 million scheme for the village of Beragh, County Tyrone began in April 2014, to reduce the risk of flooding.
- Work is well underway with a £11 million flood alleviation scheme in East Belfast with another phase commencing in January 2015.

PRODUCTIVE

- Construction started on a new build Food Innovation Centre at the Food Technology Building at CAFRE Loughry Campus, Cookstown.
- Construction continues on the North West Regional Science Park where a “topping out” day was held on 03 April 2014.
- A £3.5 million project to provide fit-for-purpose accommodation for Land and Property Services (LPS) in Belfast was completed in May 2014.

JUSTICE

- Work commenced in December 2013 on the new £12 million FSNI Laboratory Services Accommodation.
- Construction started on the c£9 million PSNI Downpatrick Police Station in September 2013.

Looking Forward

3. ISNI gives structure and direction to the ongoing delivery of projects and the Executive is on track to invest more than £5 billion in infrastructure projects during the current budget period to March 2015. A significant number of projects are in the process of being delivered or are in the pipeline, for example:

NETWORKS

- Procurement is underway for construction work on the A31 Magherafelt Bypass (around £30 million). It is expected that the contract will be awarded in February 2015.

- Procurement will start in February 2015 on the (around £17 million) Lurgan rail track rehabilitation scheme.

SKILLS

- Design contracts for three Further Education projects (around £77 million) are currently in procurement, for new builds for the Southern Regional College at Armagh, Banbridge and Craigavon.
- 36 School Enhancement Projects for extensions and refurbishments (around 84 million in total) will be moving to procurement in the 2014/15 financial year including St Patrick's Armagh (around £3 million) and Ballymoney High school (around £4 million). 34 additional projects (around £81 million) will move in to construction during the same period.
- Five additional school new build projects (around £61 million) will be going into procurement, including Parkhall Integrated College (around £20 million) and Foyle College (around £20 million) whilst 5 other schools will move into construction around (£51 million).
- Work is progressing at the new shared campus project at Lisanelly. With Phase 2 (around £4 million) currently in the tender process, it is hoped that construction will start in 2015.

HEALTH

- Main construction work for the Royal Victoria Hospital Maternity Unit (around £48 million) is currently in procurement.
- Two contracts for Altnagelvin Phase 5.1 recently moved into construction while the third element is in the design phase.
- Enabling works are underway at Altnagelvin Hospital for the development of the new £50 million Radiotherapy Unit.
- A design contract for a new £32 million Mental Health Facility at Belfast City Hospital was awarded in September 2014. It is expected that the construction contract will go to tender in 2015.
- A design contract for the new build Ambulance Station in Enniskillen is underway and the build contract will be advertised on OJEU in July 15. Total cost of the project is around £4.7m.

SOCIAL

- A further phase (around £35 million) of the Belfast Streets Ahead Project is moving towards procurement.
- Further construction is due to start in the first quarter of 2015 at Ebrington on buildings 57/59 and 80/81 to prepare them for use. In addition, construction is expected to start on Building 70, where a Craft Brewery will be established, subject to planning approval.

ENVIRONMENT

- Construction will start on 10 new Water and Waste Water Schemes to the value of £30 million in the next 6 months. An additional 9 schemes (around £21 million) will be procured during the period.

PRODUCTIVE

- Enabling works are currently underway at the (around £2.7 million) renovation of the Apprentice Boys Memorial Hall and extension, to include the new Siege Museum.

JUSTICE

- The Outline Business Case for the new cell block at Maghaberry Prison has been approved and the project is now moving into procurement.
- Subject to business case approval, procurement of building works at Magilligan Prison may commence in mid-2015.

Revised Plans

4. There have been a small number of schemes where plans have changed from those described in the ISNI document:
 - Desertcreat: The Procurement process for this project is still on-going.
 - Arc 21: There has been a delay in the appointment of the preferred bidder. It is now anticipated that contract award will not happen until February 2016. Arc21 have submitted a planning application for new waste management infrastructure in November 14.
 - Casement Park: In December 14, a High Court Judge quashed the ministerial decision to grant planning permission for the new 38,000 seat stadium at the

Casement Park site. The GAA are resolved to resubmit a planning application in 2015 following a new planning process.

Additional Funding for ISNI

5. Since the publication of ISNI, the Executive has benefited from additional allocations of capital and borrowing flexibility. These arise from:

- Additional capital funding allocations for the NI Block under the Barnett Formula arising from additional capital allocations to Westminster Departments in the Chancellor's Budget and Autumn Statements. The Stormont House Agreement also provided for additional allocations conditional upon certain progress.
- Increases in the annual borrowing limits under the Reinvestment and Reform Initiative (RRI). Together: Building a Prosperous and United Community (T:BUC) and the Stormont House Agreement provided for additional RRI allocations conditional upon certain progress.
- Additional disposal targets being set for the Executive's Asset Management Unit. The AMU has been set a target of £50m for 2015/16.
- Allocations of Financial Transactions Capital (FTC). FTC was introduced in 2012-13 expressly for the purposes of undertaking policy lending. The expectation therefore is that FTC investment will be fully recouped having been deployed as a loan to, or equity investment in, a private sector entity.

6. The table below shows the how capital funding has changed for 2015/16 (in cash terms) since the publication of ISNI.

2015/16	Assumptions in ISNI (published)	Revised Assumptions	Increase
CDEL	£825.5m	£1,020.3m	£194.8m
RRI Borrowing	£200.0m	£326.8m	£126.8m
AMU disposal Target*	-	£50.0m	£50.0m
FTC Allocations	-	£129.0m	£129.0m
Total	£1,025.5m	£1,526.1m	£500.6m

7. The table excludes other capital receipts that will arise from asset disposals, loan repayments, EU funding etc.

	Assumptions in ISNI (published)	Revised Assumptions	Increase
Held at Centre/Contingencies	-	£408.4m	£408.4m
Allocated to Departments	£1,025.5m	£1,117.7m	(9.0%) £92.2 m
Total	£1,025.5m	£1,526.1m	£500.6m

9.

10. It is important to note that a significant proportion of the capital available to the Executive is being held centrally or is contingent upon certain events occurring or progress being made, for example to:

- meet the costs of supporting the implementation of welfare reform in NI;
- fund a workforce restructuring scheme across the public sector; and
- create an Investment Fund for NI using allocations of FTC.

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



Stormont Castle
BELFAST
BT4 3TT

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Mr Gerry McGinn
c/o Strategic Investment Board
Carleton House
Gasworks Business Park
1 Cromac Avenue
BELFAST
BT7 2JA

Our Ref: SUB/203/15

24 March 2015

Dear Mr McGinn

This is the third year that we have written to you setting out our expectations of the Strategic Investment Board. As before, this letter documents our priorities and requirements that we expect to see embodied in your corporate and business plans for the year 2015/16.

Delivering the Programme for Government

In this, the final year of our current mandate, we continue to attach the highest priority to the achievement of the targets set out in the Programme for Government, including any amended and additional targets for 2015-16 which may be agreed. We expect you to continue to support departments in the achievement of their objectives, particularly where this requires you to deploy staff in project leadership roles.

We also expect you to continue to support other major investment projects to which the Executive is committed. In this, we will expect you to align your use of resources to match the Executive's priorities.

Budgets

You will be aware that there are unprecedented pressures on the OFMDFM and wider Executive budgets. We expect SIB to play its part in meeting OFMDFM budget and expenditure requirements. We also expect SIB to maintain an ongoing awareness of the Executive's decisions and policies and to ensure that its actions are consistent with these.

Reform

The pressures on the Executive's budget require departments to transform their approach to the delivery of public services. We expect SIB to support departments in this work. SIB is therefore to ensure that it has the capacity and capability to respond positively to requests for assistance in the delivery of reform projects.

The Investment Strategy

We have noted your assessment of the region's requirements for additional infrastructure to implement the Executive's economic and social strategies. We now expect you to work with departments to identify portfolios of projects that will address these requirements and present us with options for the next investment strategy. The Executive will wish to consider different investment scenarios and to understand the varying costs, benefits and risks associated with each. You are to develop such scenarios and ensure that they are available to inform our future investment decisions.

Your publication of the regional investment pipeline will assist the construction sector in the effective and efficient allocation of resources. You are to ensure that the Investment Strategy Delivery Tracking System continues to meet the requirements of Ministers, Assembly Committees and departmental officials, as well as private sector stakeholders.

Asset Management

The Executive's budget sets SIB the target of raising £50m through capital realisations. We also expect SIB to investigate ways in which revenue costs can be reduced through 'invest to save' projects and through the implementation of reforms to the management of the civil service estate.

You are to seek means by which your work on reviewing the effective operation of Private Finance Initiative (PFI) and Public Private Partnership (PPP) contracts can be extended; working with departments to ensure that every opportunity for delivering efficiency and effectiveness gains from operational PPP/PFI contracts is identified and acted upon. In due course, we expect to see this work paid for out of the savings it generates.

District Councils

As a result of the Executive's reform of public administration, departments will over the coming 12 months devolve to District Councils delivery of significant functions in areas such as planning, roads, urban regeneration, community development, local economic development and local tourism. SIB is to ensure that the support it has provided to departments in these and similar areas continues to be available to the new Local Authorities, subject to analogous funding agreements being reached.



Support for the Executive's Investment Fund

The present financial situation makes it unlikely that the Executive would consider major programmes of new revenue funded infrastructure investment to be affordable. We intend, however, to make best use of Financial Transactions Capital through its deployment in support of suitable projects and through the proposed Investment Fund. You are to continue to work with DFP and departments to ensure the success of these initiatives.

Social Value

We note the publication of the 'Buy Social' toolkit in January 2015 and SIB's provision of advice to departments that encourages the inclusion of social value objectives in procurement activity. However, we believe that this is the beginning of a process of continuous improvement. We expect SIB to work with OFMDFM, DFP/CPD and DEL to develop an integrated approach to the delivery of social value that considers:

- how departmental capability and capacity can be developed;
- effective coordination arrangements between the public, private and third sectors; and
- new initiatives that could be brought forward to highlight and promote the achievement of social value.

Working with officials, you are to bring forward proposals to us setting out how these issues can be addressed.

Corporate Governance

As in previous years, we continue to attach particular importance to the requirement for SIB to maintain the highest standards of corporate governance and financial management. You will continue to maintain a constructive working relationship with your sponsor department.

We wish you to adhere strictly to our 'no surprises' policy. We require the SIB Board to be sensitive to our interests and 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.

In this period of change and reform we expect you to keep especially close communication with our officials and to respond promptly to consultations and information gathering exercises.



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 customers. SIB is to continue to improve the scope and beneficial impact of the services it provides.

We expect to initiate a review of the Strategic Investment Board in 2015/16, in line with the DFP guidance 'Public Bodies: A Guide for NI Departments'. We expect that the SIB Board will contribute constructively to that review.

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, Mark Browne and Siobhan Broderick for information.



RT HON PETER D ROBINSON MLA
First Minister



MARTIN MCGUINNESS MLA
deputy First Minister



Appendix E: Key Objectives for 2015/16

	Project	Desired Outcome(s)	Actions	Performance Targets
1	Asset Management Unit	<p>Achievement of Executive's targets for capital realisations.</p> <p>Implementation of Asset Management Strategy.</p> <p>Successful reform of property Management.</p> <p>Provision of PPP/PFI Reviews</p>	SIB will continue to staff and fund the AMU.	<p>To deliver the capital realisation target for 2014/15.</p> <p>To implement the Executive Asset Management Strategy in line with the agreed implementation plan.</p> <p>To deliver the Reform of property Management project in line with the agreed project plan.</p> <p>To ensure arrangements are in place that enable departments to review their operational PPP and PFI projects.</p>
2	ISNI Development	Development of ISNI 4.	SIB will work to develop investment scenarios to inform Ministerial decisions on the Investment Strategy.	By end-2016 to have developed investment scenarios that can inform Ministerial decisions on the Investment Strategy.

	Project	Desired Outcome(s)	Actions	Performance Targets
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 2015, to have completed a review of the integration, monitoring and reporting of social value clauses in public contracts on behalf of the Procurement Board.</p> <p>By September 2015, to have developed a training package on integrating social value into public contracts.</p> <p>By end-March 2016, to have delivered a programme of training sessions to the public sector to build their capacity on integrating social value into public contracts.</p>
4	Arc21	Successful delivery of residual waste management infrastructure.	SIB will manage the completion of the arc 21 procurement competition.	To have awarded the arc21 RWT Project Contract by February 2016.
5	Northern Ireland Community Safety College at Desertcreat	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.	<p>Complete the Stage 2 Review, as directed by the Steering Group, by June 2015.</p> <p>(Further objectives will be developed once the direction of the project is established.)</p>

	Project	Desired Outcome(s)	Actions	Performance Targets
6	MLK Development	Successful development of MLK.	SIB will help government develop Maze/Long Kesh as a regeneration site of regional significance by providing the Acting Chief Executive and staff for the Development Corporation.	By the end of FY2015/16, and subject to political agreement, to bring forward and 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 maximises the site's economic, historic and reconciliation potential.
7	Social Housing Reform Programme	Successful implementation of social housing reform.	SIB will provide a team of specialists to support DSD deliver the Housing Transaction project and the reform of the NIHE.	By July 2015, to have completed a business case that identifies a preferred option for the funding and management of social housing.
8	Implementation of the Education Authority	Successful entry into service of the Education Authority.	SIB will help DE manage the entry into service of the Education Authority.	To provide the necessary governance structures, procedures and processes to support the EA board by June 2015. Merge the five education organisations into a single EA structure at SMT level by April 2016.

	Project	Desired Outcome(s)	Actions	Performance Targets
9	Lisanelly Shared Educational Campus	Successful entry into service of the LSEC.	SIB will manage the delivery of the five projects within the programme to budget and on schedule.	To complete demolition of remaining buildings on by December 2015. To let an Enabling Works contract by January 2016. To complete construction of Arvalee Special School by September 2016
10	NIPS Change Programme	Successful implementation of prison service reform.	SIB will manage the delivery of the NIPS Reform programme	To open Hydebank Wood Secure College by April 2015. To have successfully implemented the NIPS Reform Programme by October 2015.
11	Social Investment Fund	Successful delivery of SIF capital programme. Successful delivery of SIF revenue programme.	SIB will advise on the delivery of the SIF capital and revenue programmes.	By 31 March 2016, to have achieved spend of £5m across all approved revenue projects. By 31 March 2016, to have achieved spend of £8m 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 end FY2015/16, to have awarded the contract for the delivery of Rapid Transit vehicles.

	Project	Desired Outcome(s)	Actions	Performance Targets
13	Sustainable Transport (eCars)	Successful implementation of eCars programme.	SIB will provide a project manager for the region's e-car programme.	To Implement a commercial model and payment system for electric vehicle public charging infrastructure before the end of March 2016.
14	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 January 2016.
15	Together: Building a United Community	Successful delivery of the 'Urban Villages' Programme.	SIB will assist DSD deliver the Urban Villages programme through the provision of a Programme Delivery team	To deliver the Urban Villages programme in line with its constituent project plans.
16	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%.
17	Reorganisation of the Civil Service	SIB sponsorship has transferred to the Department for Infrastructure	SIB will contribute to the planning and execution of this transfer.	By April 1 2016, SIB will have completed all tasks allocated to it relating to the transfer of its sponsorship to the new Department for Infrastructure.

Appendix F: Board Members

Mr Gerry McGinn	Chairman (from September 2013)	
Mr. Frank Hewitt	Non-Executive Director	(since December 2010)
Ms. Geraldine McAteer	Non-Executive Director	(resigned November 2014)
Mr Duncan McCausland	Non-Executive Director	(since September 2013)
Mr. Bro McFerran	Non-Executive Director	(since November 2009)
Ms. Marie-Thérèse McGivern	Non-Executive Director	(since September 2013)
Mr Chris Thompson	Non-Executive Director	(since December 2010)
Mr. Brett Hannam	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
David Gilmour SIF (Capital Projects)
Derek Kennedy FSNI Change Programme
Geoff Rossington NIPS Estates Strategy
Hazel Jones Lisanelly SEC
Irene Breen eCars
James McIlvar Siege Heroes Museum
John Green arc21
Jonathan Davis DCAL T:BUC Projects
Jonathan Gray NW Sports Village
Jonathan Porter HMS Caroline
Kenny Knox SIF (Revenue Projects)
Kevin Hegarty Wind Energy Development
Kieran Mooney Waterfront Hall Extension
Mark Adam NIPS Change Programme
Martin Turner NW Projects
Phelim Maguire Dunluce Castle
Richard Rodgers HEaT
Rory Miskelly Regional Stadiums Programme

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

Madeleine Nelson Landlord Restructuring
Mags Lightbody NIHE Transformation Director
Ronan O'Hara Social Housing Finance Adviser
Susan Groat Social Housing Adviser (ASA)

AMU: Reform of Property Management

Brian Henning Project Director
Gareth Kimpton Office Transfer Manager
Jaqueline Fearon Land and Property Advisor
Mark Wishart Asset Management Adviser
Heather Perceval Support Officer

Associate Strategic Advisers

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

Strategic Advisers

Anne McCready United Youth Adviser
Conor McCrory Procurement Manager: NICSC
Jennifer Morgan Construction Manager: LSEC
John Adamson Strategic Adviser
Kyle Alexander MLKDC Acting Chief Executive
Leo McKenna Head of Project Finance
Mary McKee Strategic Adviser, Social Value
Mike Smith Commercial Contracts Adviser
Patricia Mallon Finance Analyst, Social Regeneration
Patrick McMeekin Economic Adviser
Paul Priestly Strategic Adviser
Roy Bell Procurement Adviser: HEaT
Stephen Wood Transport Modelling Manager
Wesley Emmett Organisational Development Advisor

Investment Strategy

Martin Spollen Head of Investment Strategy
Johan Gallagher Economic Adviser
Maureen O'Reilly Economic Adviser
Esther Barnes IDTS Manager

Urban Villages

Brenda Burns Programme Director
Julie Harrison Development Adviser
Jane McCarthy Communications Adviser

Education Authority Implementation

Pat O'Neill Change Director
Denise Stockman Acting Operations Director
John Jennings ICT Projects Manager
Helen Gallagher Recruitment Manager

Communications

Fiona Kane Communications Director
Claire Hutchinson Communications Manager
Rachel Edwards Communications Officer (SCDU)

Administration

Louise Millen Finance Manager
Fintan McBreen Accountant
Andrew McLean Finance Officer

Sam Pringle Information & Compliance Manager

Ursula Doherty HR Manager
Karen Smith Associate Strategic Adviser (HR)
Rebecca Russell HR Officer

Helen McNeill PA to CEO
Elaine Allen Receptionist

Interns & Student Placements

Clare Higgins Dean McBride
Conor McRory Dearbhla O'Rourke

Appendix H: Supported Programmes & Projects

(Note: Projects are listed alphabetically within priorities.)

Priority & Project	Type of SIB Support	≈Capital Value
<i>First Order Priorities (Programme for Government)</i>		
Asset Management Unit	Programme Director, Staff & Funding	
Belfast Rapid Transit	Programme Director	£98m
Belfast Transport Hub	Advice	£116m
Colin Regeneration Project	Programme Director, Staff & Funding	£60m
Connswater Greenway	Project Manager	£32m
Delivering Social Change	Advice and Staff	
Desertcreat Training College	Programme Director & Funding	£157m
DoJ/NIPS Estates Strategy	Estates Strategy Director	£230m
DRD/E-Cars N	Programme Director	£3m
EA Implementation	Programme Director & support staff	
EA Operations & Estates	Acting Director	
Investment Strategy	Programme Director, Staff & Funding	
Lisanelly Educational Campus	Programme Director & Construction Manager	£150m
MLK Development Co.	Acting Chief Executive	
NIPS Change Programme	Programme Director	
OFMDFM/Social Change	Programme Director & PDSU	c£80m
Primary Health	Programme Advice & Funding	£60m
Social Investment Fund	Programme Management Advice	c£30m
Social Value	Toolkit and Advice	
Housing Reform Programme	Programme Director, Staff & Funding	
Sports Stadiums Programme	Programme Director	£130m
United Youth Programme	Programme Adviser	
Urban Villages	Programme Director and Delivery Team	
arc21	Programme Director and advice	£200m

Second Order Priorities (Regionally Significant Projects)

ABOD Heritage Centre	Project Manager	£2m
BCC Investment Programme	Project Managers	£150m
Commercialisation	Advice & Funding	
DARD Wind Farm Project	Project Manager	
Dunluce Castle	Project Manager	£15m
Ebrington Car Park	Project Manager	£5m
Erne Hospital Shared Service	Funding & Advice	£30m
FSNI Reform	Change Director	£18m
Government Data Centre	Project Manager	£27m (Rev)
HEaT 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
HMS Caroline	Project Manager	£15m
PODDS	Advice and Funding	
RUC GC Museum	Project Manager	£5m
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
NIWL	Northern Ireland Water Ltd
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
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