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**CORPORATE PLAN 2010–2013  
& BUSINESS PLAN 2010/11**

Authors: David Gavaghan/Brett Hannam

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## **SIB CORPORATE PLAN 2010–2013**

## **Introduction**

1. The Corporate Plan defines Strategic Investment Board Limited's (SIB) medium term objectives and documents the corporate strategy it will follow to achieve them. The annual Business Plan supports the Corporate Plan by setting out in detail SIB's targets, the resources we will use and the actions we will take in 2010-11

## **Background**

### ***SIB***

2. Following extensive consultation, the SIB was established in April 2003 under the terms of the Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003. The purpose of the legislation was to create the mechanisms and structures required to enable ministers in the devolved government to coordinate work across departments to deliver the new schools, hospitals, roads and other infrastructure required for the 21st century.
3. 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 the latter's departmental expenditure limit. The board of SIB is accountable to the First and deputy First Ministers.

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

4. SIB works with NI government departments and agencies to help them achieve the delivery of major public infrastructure projects at lower cost, with reduced risk and faster than would otherwise be the case. In parallel, SIB works to inform the private sector about planned projects, build its confidence in the capabilities of the public sector and stimulate market interest. SIB seeks to develop competitive tension and thus help departments deliver improved value for money to the taxpayer.
5. SIB has three key responsibilities. Firstly, it drafts 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 every area of government including education, health, and

transport and is the expression of the government's priorities, as determined by Ministers.

6. Secondly, SIB assists the public sector to deliver large infrastructure projects and programmes of investment. Working in partnership with government departments, SIB's role is always to help accelerate delivery timetables and obtain better value for the taxpayer. In practice, this means SIB deploys advisers into key project management and advisory roles. Such advisers bring well-developed skills and significant experience of the procurement of major investment projects in both the private and public sectors.
7. Thirdly, SIB seeks to encourage reform in the systems and processes for infrastructure delivery. It helps build public sector capability by encouraging the development of specialist skills and the use of innovative approaches to procurement.

## Corporate Plan Format

8. The Corporate Plan comprises two elements:

**Section 1** is concerned with the context within which SIB operates. It begins with a review of the organisation's work in 2009/10 and identifies the relevant government priorities and targets as set out in the 'Programme for Government 2008-11'. The section also identifies the issues SIB needs to take into account when determining how it can best meet its objectives and help meet the needs of its clients. Finally, it documents the factors that may significantly affect the execution of the plan, including an assessment of key risks, and explains the policies within which the company will operate.

**Section 2** sets out SIB's medium-term corporate strategy. It defines the company's vision, its strategic priorities, objectives and desired outcomes. It also provides a high-level description of the way in which SIB will achieve these objectives and outcomes. This section also enumerates the resources the company expects to use to achieve its objectives.



## Section 1: The Business Planning Context

### *Review of 2009/10*

9. SIB has continued to provide advice to the NI Executive in relation to the formulation and implementation of its programme of major infrastructure investment, and to provide assistance (including research, consultancy, advisory and other services) to public sector bodies on the implementation of their investment projects.
10. Among the key achievements of departments, to which SIB contributed materially during 2009/10, were:
  - Supporting the fulfilment of the Belfast Schools Strategic Partnering Agreement and the construction of five schools in the Belfast Strategic Partnership programme;
  - the achievement of financial close for Enniskillen acute hospital;
  - the achievement of financial close and the commencement of construction on the new campus for the Belfast Metropolitan College;
  - the closure of the construction contract for the delivery of the Titanic Signature Project and the progression of the operating contract;
  - the commencement of work on ISNI3;
  - supporting Derry City Council and ILEX in the shaping of its bid to become the UK City of Culture;
  - supporting the creation of the second CRT report;
  - participating in and supporting the production of the Intertrade report on the Island of Ireland
  - launching a major upgrade to the ISNI Delivery Tracking System; and
  - holding the fifth All Island Infrastructure Investment Conference.
11. In addition, SIB was responsible for:
  - providing Project Directors for the:
    - Desertcreat Training College;
    - Lisanelly Educational Campus;

- Downshire Site Redevelopment;
  - Belfast Rapid Transit Programme and
  - Arc21 Waste management procurement; and
  - The Maze Long Kesh (MLK) programme delivery unit (PDU).
- the operation of the Central Assets Realisation Team (CART), including work on the Belfast Transport Hub, Colin Town Centre Development and the East Belfast Shatter Zone;
- supporting OFMDFM by:
  - staffing the MLK PDU that is making preparations for the establishment of the MLK Development Corporation;
  - arranging input to the programme from the Royal Ulster Agricultural Society (RUAS) and (British Urban Regeneration Association (BURA)
- continuing to support the Waste partnerships through the staffing of the Waste Programme Delivery Support Unit;
- supporting London~Derry City Council and the North West through:
  - supporting Derry City Council's bid to become the UK City of Culture;
  - supporting the development of options for the future of City of Derry airport;
  - assisting with the Small Ferries Project;
  - providing an interim Chief Executive for ILEX;
- providing ongoing support to BELB and DCAL in relation to the Belfast Central Library;
- assisting Forest Service and the Agri-food and Biosciences Institute (AFBI) develop commercialisation strategies;
- assisting the NIO in its work on the new prison project and the Forensic Science Laboratory;
- supporting the Education and Skills Authority (ESA) in the development of its estates strategy;

- assisting DVA in the review of its contract for the operation of MOT centres;
- supporting DSD with the Social Housing Development Programme;
- sponsoring the production of the Social Clauses Toolkit that will assist departments implement ministers' procurement policies;
- assisting Crusaders and Newington football clubs promote their vision of a sports village and shared stadium;
- assisting DEL and Invest NI in their bid for the Bloodhound project;
- supporting DCAL
  - on the development of Belfast central Library;
  - in its work on new sports stadia; and
  - in reaching agreement on the completion of the Museum Arts Centre and is ongoing support.
- working in support of the Belfast Partnership Boards and Connswater Community Greenway;
- supporting the Emergency Services in the development of their investment programme;
- supporting NI-CO in its successful bid with Germany for a contract to strengthen the institutional capacity of the Direction des Entreprises Publiques et de la Privatisation (DEPP) (part of the Morocco Ministry of Economy and Finance) in the field of Public Private Partnerships, corporate governance and financial information;
- funding the development of the Greater Clarendon area masterplan;
- supporting regeneration work for the Shatter Zone in inner East Belfast;
- supporting the development of proposals for the Belfast Transport Hub;
- assisting with site development plans for Coláiste Feirste and St Congalls in the wider context of the regeneration of West Belfast and the Shankhill; and
- contributing to the Portrush Regeneration Strategy.

## ***Programme for Government 2008-11***

12. In the “Programme for Government 2008-11”, the Executive stated that it would put in place a modern infrastructure fit for the 21st century. It intended to invest some £6bn in infrastructure over the 3 years 2008-2011 and approaching £20bn over the 10 years 2008-2018. This investment includes:
  - £612m in our roads network over the next 3 years and £3.1bn by 2018;
  - £1bn in our water and waste water infrastructure by 2011 and £2.5bn by 2018;
  - £715m in our schools and youth services by 2011 (rising to £3.5bn by 2018)
  - £729m in health and social care by 2011 (rising to £3.6bn by 2018).
  - £925m in social and affordable housing by 2011 (and at least £1.8bn by 2018).
13. In 2009/10, SIB expects that £1,590m will have been invested under the ISNI.
14. The Programme for Government set out the Executive’s priorities for public expenditure, and emphasised that investment in infrastructure was one of its five key goals, (the others being to grow a dynamic, innovative economy; promote tolerance, inclusion and health and well-being; to protect and enhance our environment and natural resources and to deliver high quality and efficient public services). The delivery of SIB’s Corporate and Business Plans directly supports the delivery of the Programme for Government by helping Departments construct the infrastructure that Ministers have envisaged, described and prioritised.

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

15. The board of SIB determines the operating strategy of the company, albeit within the constraints and dependencies described below. Our plans are also predicated on assumptions, some of which we have yet to verify. We monitor these factors on an ongoing basis and adapt our plans in the light of their regular review.
16. Ministers determine the resources available to SIB and the level of such resources establishes the capability of the company to support its customers. The ability of the company to fund enabling consultancy is cash limited whilst

the number of SIB advisers available to support customers is fixed through a headcount limit.

17. Our plans continue to assume we will be able to continue to recruit and retain high calibre staff with the knowledge and experience required to address the challenges faced by our clients<sup>1</sup>. We rely on those clients to allocate appropriate resources, including qualified and experienced staff, to their projects.
18. The prioritisation of the projects proposed in the Investment Strategy may be changed by decisions taken by Ministers on spending priorities and allocations during the 2010 NI budgetary process. We will amend our strategy and plans in the light of the eventual settlement.
19. The ability of the Asset Management Team (AMT) to dispose of surplus assets will be heavily dependent on prevailing market conditions. We discuss the likely impact of this in the section 'Risks' below.

### ***Policy Considerations***

20. SIB delivers its objectives in ways that accord with a set of policies defined by the Board and agreed with our shareholder. We have documented and published these policies on our web site. Our implementation of these policies mean that:
  - We are committed to acting within the 'Section 75' equality legislation. Over the course of this plan we will meet all its obligations under these regulations;
  - SIB is committed to pursuing sustainable policies and our advisers seek to ensure that supported projects pay due regard to sustainability issues;
  - SIB acts in support of the government's social agenda and acts in ways that support initiatives such as "Lifetime Opportunities". We will work to ensure that local businesses are able to take advantage of the

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<sup>1</sup> The term 'client' is used here to define those organisations that SIB supports. Although these are primarily ministers and government departments, the use of the term encompasses Agencies, NDPBs and third sector organisations. On occasion, it can also include the private sector.

business opportunities flowing out of the infrastructure investment programme;

- We are aware of regional disparities in terms of infrastructure development within Northern Ireland and are committed to helping to reduce these in the context of the Executive's priorities set out in the Programme for Government and the Regional Development Strategy; and
- We will observe the Freedom of Information Act and will continue to publish as much information as possible about our activities, whilst respecting the need for commercial confidentiality.

## Risks

21. The current deteriorating economic situation has substantially changed SIB's operating environment. This section examines the key risks arising from the present situation and sets out our responses.
22. We assess that the public funds available for investment in infrastructure after 2010-11 are likely to be substantially less than envisaged at the time the last iteration of the ISNI (ISNI2) was published.
23. The Executive's discretion in allocating the capital budget will be limited by consideration of those projects that are already underway (i.e. in construction) and those for which there is a legal compliance imperative (e.g. waste treatment). Once the funding required by these programmes is taken into account, the funds available for additional work are likely to be extremely limited and their use will require even more careful prioritisation than before. In this context, the work to produce ISNI3 will be of vital importance in identifying options and assessing the balance of benefits they could deliver.
24. The experience of the last twelve months has been that although many smaller companies have suffered greatly as a result of the recession, the supply chain as a whole has proved resilient and the risk to government projects from the failure of contractors has not, to any significant degree, transpired.
25. SIB assesses that the improved competitive generated by current conditions (including the devaluation of the pound) has not yet been sufficient to offset

the deleterious effects described above, and notes that construction costs in NI have remained some of the highest in both the UK and the RoI.

26. We will continue to work vigorously with our partners, particularly CPD, to manage these risks and, where they have transpired, to reduce their impacts. In particular, SIB will:
- work to identify alternative sources of finance by, for example, helping to construct finance clubs and syndicates and by seeking increased involvement from the EIB;
  - work to reduce bid costs through streamlining processes and procedures. In this we will need to work closely with customer departments and DFP;
  - work to ensure the terms of contracts protect the taxpayer's position against the risk of defaults;
  - use market intelligence to provide early warning of firms at risk of collapse.

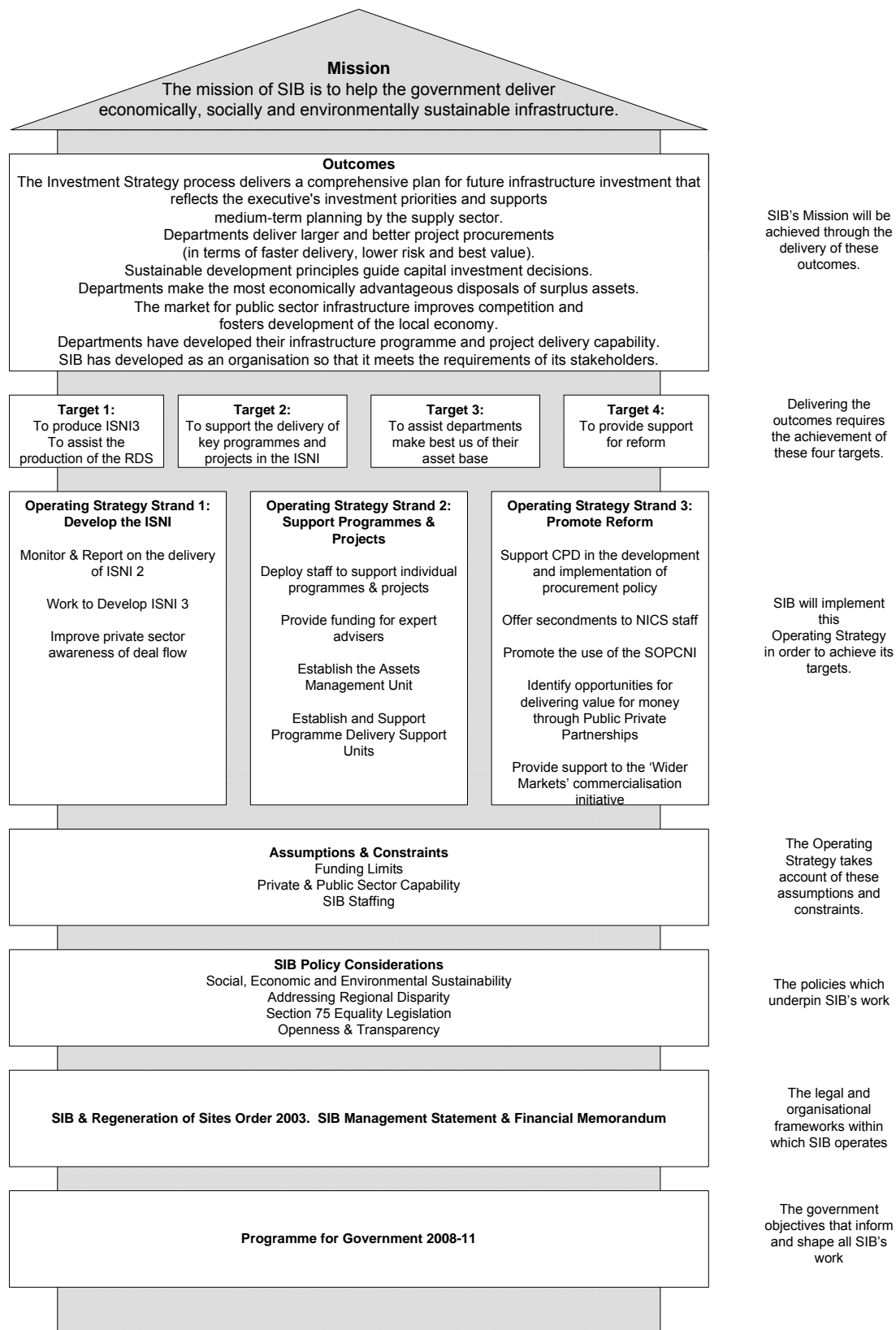
## **Sensitivities & Scenarios**

27. In addition to the base scenario set out above, there are additional factors that may significantly affect the execution of the corporate plan but the effect of which we cannot, at this stage, accurately forecast. The factors to which the plan is particularly sensitive are:
- The implementation of recommendations contained in the forthcoming SIB Review;
  - The quantum of public funding available for infrastructure investment;
  - The willingness and capability of the private sector to invest capital in the delivery of public sector services; and
  - Ministers' requirements for capital realisations and the marketability of surplus assets.
28. The scenarios are:
- a. the pace of investment in infrastructure increases, or remains at current levels (for example, in order to provide a stimulus to the economy);

- b. the pace of investment is slowed in response to falling government revenues;
  - c. the private sector's appetite for involvement in the delivery of public services through partnerships declines.
29. SIB considers the likelihood of Scenario (a) transpiring to be small.
30. The response to scenario (b) 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.
31. SIB's response to a withdrawal of private sector finance for infrastructure projects will continue to be:
- to seek to identify alternative sources of finance and develop alternative financing models;
  - to press ahead with 'conventional' procurements where these are affordable and offer value for money;
  - to adjust the mix of skills and experience within the company to meet these revised requirements.
32. It is clear that the impact of the recession and associated banking crisis will be felt across every type of public sector infrastructure delivery. SIB will need to be agile in both anticipating changing situations 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 our clients change, so our response will continue to adapt to meet those needs.



## Section 2: Corporate Strategy



*SIB's Corporate Strategy*

## ***Mission***

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

## ***Strategic Priorities***

34. SIB's derives its strategic priorities from the targets set by Government in the Programme for Government and from analysis of the issues the company was established to address. The over-arching priority for SIB is to help government deliver "modern, efficient infrastructure" that is "an essential requirement for economic and social development"<sup>2</sup>.

35. 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 major, sustainable infrastructure projects;
- the need to obtain value for money for infrastructure investment (including the delivery of social value through sustainable procurements);
- 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 leverage of private funding in support of public investment, (while recognising that private funds do not have general applicability across all types of infrastructure);
- the need to improve the infrastructure delivery capabilities of government Departments in Northern Ireland; and
- the need to develop further the Company to ensure it continues to be capable of achieving its objectives.

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<sup>2</sup> Programme for Government, p12.

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

36. The medium-term objectives derived from the strategic objectives are:
- to refresh the Investment Strategy in the light of a reducing funding envelope;
  - to deliver supported projects/ programmes in accordance with the plans set out in ISNI3 and the principles of economic, social and environmental sustainability;
  - to seek effective ways to accelerate the timetable without compromising value for money;
  - to foster and promote reform both in the delivery of major public sector infrastructure and as a pre-requisite for such investment;
  - to develop the organisation and the individuals within the organisation; and
  - to work with relevant bodies and departments to ensure that our infrastructure plans are aligned and, where appropriate, that these are also aligned with those in the Republic of Ireland, in accordance with North South agreements.
37. The outcomes of achieving these objectives will be that, by the end of the period covered by this plan:
- the Investment Strategy process will continue to deliver a comprehensive plan for future infrastructure investment. The strategy reflects the Executive's investment priorities and supports medium-term planning by the supply sector. The process for developing the strategy is documented, repeatable and understood by stakeholders. Ministers, public servants and other stakeholders have the information necessary to manage the investment programme effectively;
  - 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 assisted the Private Sector deliver public sector infrastructure in ways that foster the development of the local economy;

- where it is involved, SIB has worked to ensure that sustainable development principles guide capital investment decisions on all major publicly funded buildings and infrastructure projects;
  - SIB has helped Departments make the most economically advantageous disposals of surplus assets
  - SIB has helped Departments develop their infrastructure programme and project delivery capability so that projects and programmes can be delivered more efficiently and effectively; and
  - SIB has developed as an organisation so that it meets the requirements of its stakeholders: Ministers, local representatives, the Departments, its shareholder (OFMDFM), private sector bidders, its staff and the public.
38. SIB operates within a performance management framework that is consistent with the FABRIC3: approach to performance information. The key performance targets linked to its medium-term objectives are:
- to produce the third ISNI;
  - to support the delivery of key programmes and projects in the ISNI (as agreed with departments and set out in Investment Delivery Plans);
  - to provide support for reform in ways agreed with OFMDFM and set out in SIB's annual business plan; and
  - to assist departments make best use of their asset base.

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<sup>3</sup> *Choosing the Right FABRIC - A Framework for Performance Information*, HM Treasury *et al*, March 2001.

## ***Operating Strategy***

39. 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:
- in support of projects and the development of public sector delivery capabilities; and
  - to encourage a well-informed market capable of delivering projects at competitive prices.
40. SIB will, at all times, ensure that its work is aligned to the requirements and priorities of the Executive.
41. SIB will deploy staff and expert advisors to work in partnerships with Departments, representative bodies and the private sector to update the Investment Strategy. We will recommend amendments to the strategic investment profile where our research indicates these are necessary.
42. SIB will work with our colleagues in DFP and OFMDFM to monitor the delivery of the Investment Strategy and, where necessary, will recommend the redeployment of resources to ensure that the Executive achieves the maximum return from the available capital.
43. SIB will deploy staff in support of individual projects and programmes. We will agree the terms of engagement of our advisors with our partners and, where appropriate, express these in formal Operational Partnership Agreements. Where this will accelerate delivery and reduce risk, we will use our enabling budget to part-fund expert consultancy employed by Departments. SIB has a clear understanding of where the skills, knowledge and experience of our staff add most value, and conversely where the deployment of its staff contributes more marginally to the work of our clients. Where there is a new or emerging need for our support, we will continue to respond by creating the required capability.
44. The company proposes to focus our effort on those programmes and projects that have two characteristics: they will be both difficult and complex, and will have a significant requirement for the additional skills and leverage brought by SIB staff.

45. In this context the concept of 'difficulty' means that projects must 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 complex.
46. '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; allocate risk and cut costs;
  - the ability to maximise the leverage of private to public funding and create value through matching private capital to public assets;
47. It should be stressed that this focus does not mean that SIB has changed its role or function; but at a time when we must prioritise carefully, we intend to concentrate on those areas where our impact will be most beneficial. As a corollary of this emphasis, SIB is reviewing those areas that do not have such characteristics and which do not therefore require its involvement. Similarly, there are areas where, despite projects possessing the characteristics detailed above, SIB currently lacks the traction to operate effectively alongside the sponsor Departments. Finally, the fact that a project expects to use PFI/PPP will not, of itself, mean that SIB should automatically support it. This approach will, of course, be subject to review in the light of changing circumstances and SIB will always respond positively – within available resources - to Ministerial or Departmental requests for assistance.
48. SIB's work is increasingly related to regeneration and the role that the company has in promoting reform and reinvestment in this important function of government (in accordance with its original legislative framework set out in para 2).
49. The Company will continue to identify opportunities where its staff can usefully fill project and programme director posts. It is clear from the growth in the number of SIB staff being deployed in such roles that this is a capability that customers find particularly useful.

50. We are aware that a number of new PPP models are emerging elsewhere and will continue to assess whether there are opportunities to apply these in NI.
51. 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. We will work to reduce the reliance of public sector infrastructure delivery managers on external consultants and will continue to offer secondment opportunities to staff from other public bodies.
52. SIB will work closely with the Central Procurement Directorate to implement best practice in procurement across central government. We will continue to promote the use of standard contracts where these reduce costs and lead times.
53. SIB will identify opportunities for public private partnerships where these offer value for money.
54. The Company will continue to support the 'Wider Markets Initiative' by providing public sector organisations with expert advice and access to specialist support from external consultants.
55. SIB acts as a bridge between the public and private sectors to promote mutual beneficial understanding. We will continue to inform the market of the flow of projects and develop contacts in private firms with the aim of encouraging their interest in Northern Ireland as a place to do business. We will do this through a marketing mix that includes sponsored conferences, sector briefings, personal meetings, magazine and newspaper articles, the SIB web site and media interviews. The company has continued to develop a web-enabled database that provides detailed information on projects and programmes within the Investment Strategy. We will continue to monitor the success of this system in meeting the different needs of our stakeholders.
56. 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.
57. SIB will help key spending departments identify those future investments with the most potential to improve the contribution of infrastructure programmes to achieving the objectives and key targets set out in the First Steps strategy.

58. We will continue to develop our organisational capabilities. We will work to recruit and retain high-quality advisory staff. We will invest in new IT systems where these will improve our efficiency and effectiveness. We will ensure we meet the high standards of financial management and record keeping required by the public sector. We will maintain our reporting regime and continue to meet the information needs of OFMDFM and DFP. We will continue to fulfil our obligations under the Freedom of Information Act.
59. Recognising that the Company will need to respond to increasing demand for its services, we will, for each project, work with our clients to identify the most appropriate way of funding our work. This will, in certain cases, continue to be through grant-in-aid from OFMDFM, but in others may include SIB recouping elements of its costs through co-funding arrangements with Departments.
60. SIB will have due regard for the need to promote positive attitudes towards disabled people and encourage participation by disabled people in public life. We will continue to comply with our Section 75 obligations.
61. The Board will consider carefully the recommendations of the SIB Review, when published, and will work with the shareholder to implement these according to an agreed schedule. Where the implementation of such recommendations requires this plan to be adapted or refined, this additional work will be incorporated into the relevant Business Plan(s).
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### ***Forecast of Expenditure & Income***

63. 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 consultancy expertise required in connection with infrastructure projects. We will normally seek to share those costs with a department on a 50:50 basis, but we have the authority to commission consultants in our own right; and
  - The operating budget, from which salaries, expenses, accommodation and other running costs are met. This budget also funds internal consultancy related to the internal functioning of SIB. More than 80%



of SIB's employment costs are incurred directly supporting projects and programmes.

64. The table below illustrates the breakdown of SIB's budget for the period 2010-11. (The budget for the following years has not yet been set.)

65.

	<i>2010-11</i>
Operating	3,648
Resource (Enabling Budget)	4,913
<b>Total</b>	<b>8,561</b>

Figures in £000s

*SIB Budget 2010/11*

## **SIB BUSINESS PLAN 2010–11**

## **Introduction**

1. This Business Plan defines the business targets of Strategic Investment Board Limited (SIB) for 2010/11. The Business Plan is derived from our 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 we will deliver using the resources we have been allocated. The plan is predicated on funding figures for the ISNI that are current at the time of writing. However, as set out in the Corporate Plan, we think there is a significant risk that this funding will be reduced during the period covered by the plan. The Business Plan will, in this eventuality, be adapted to take into account such changes.

## **The Board**

2. The Board has overall responsibility for setting and monitoring strategy, for developing and implementing policy and for supervising risk management, budgetary control and business planning. The Board's Audit Committee provides assurance to the Department (OFMDFM) as shareholder that the company's financial and other control systems are operating effectively. A list of members of the Board is attached at Appendix F.
3. At the time of writing, the Chief Executive has submitted his resignation. The Board will, as a high priority, work to identify and appoint his successor.

## **The Organisation**

4. The Chief Executive directs the work of SIB and the Chief Operating Officer manages its day-to-day support operations. The Legal Director provides legal advice. 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

5. SIB is focused on delivery. For 2010/11 SIB will devote some 60% of its effort (measured by advisor input and use of the enabling budget) to the following projects and programmes:

- ISNI3
- Lisanelly Educational Campus
- Waste Infrastructure
- Desertcreat Training College
- Asset Management (formerly CART)
- Further Education Projects
- Community Regeneration
- Commercialisation

6. SIB's corporate, ISNI, project & programme, asset management and administrative targets for 2010/11 are set out in Appendices A to E. These targets should be seen in the context of SIB's performance management framework and its Corporate Plan for 2010-2013.
7. The targets for Programmes and Projects (Appendix C) have been developed in consultation with the relevant Departments.

## Budget 2010/11

8. The 2010/11 budget provision comprises:

Operating Budget:	£3,648k
Enabling Budget:	£4,913k
<b>Total:</b>	<b>£8,561k</b>

9. The projected allocation of the enabling budget to projects is set out in the table below.
10. In order to ensure the most effective use of the enabling budget, SIB has over-programmed its work in the expectation that not all projects will proceed according to plan and that projected expenditure will reduce during the year. The extent of over-programming is also set out below.

<b>Project</b>	<b>£000</b>	<b>% of Budget</b>	<b>Cumulative % of Budget</b>	<b>% of Baseline</b>
Lisanelly Educational Campus	1,872	32.5%	32.5%	38.1%
Asset Management Unit (formerly CART)	920	16.0%	48.5%	18.7%
Waste Infrastructure	711	12.3%	60.8%	14.5%
Desertcreat	280	4.9%	65.7%	5.7%
ISNI3	250	4.3%	70.0%	5.1%
Further Education Projects (inc Stat Analyses)	150	2.6%	72.6%	3.1%
CODA & Small Ferry Project	130	2.3%	74.9%	2.6%
Thompson Dock Tech/Econ Assessment	125	2.2%	77.0%	2.5%
Driver & Vehicle Agency	100	1.7%	78.8%	2.0%
Community Regeneration	100	1.7%	80.5%	2.0%
Colaiste Feirste	84	1.5%	82.0%	1.7%
St Congall's	83	1.4%	83.4%	1.7%
Commercialisation - AFBI/Forest Service	82	1.4%	84.8%	1.7%
Armagh Gaol	80	1.4%	86.2%	1.6%
Social Regeneration Framework	80	1.4%	87.6%	1.6%
Belfast Area Partnerships	80	1.4%	89.0%	1.6%
Energy Efficiency in Housing	70	1.2%	90.2%	1.4%
Stadia	70	1.2%	91.4%	1.4%
St Mary's University College	59	1.0%	92.4%	1.2%
Cost Impact Study of Energy Efficiency	55	1.0%	93.4%	1.1%
Streetscape	50	0.9%	94.3%	1.0%
Stakeholder Engagement Toolkit	50	0.9%	95.1%	1.0%
Social Benefits/Clauses Toolkits	50	0.9%	96.0%	1.0%
RISE	47	0.8%	96.8%	1.0%
Social Housing Procurement Advisers	40	0.7%	97.5%	0.8%
Derry - City of Culture	35	0.6%	98.1%	0.7%
NI2012 Management Plan	30	0.5%	98.6%	0.6%
Rathfriland Site Development	26	0.5%	99.1%	0.5%
Construction Industry Capacity Study	25	0.4%	99.5%	0.5%
Business in the Community	15	0.3%	99.8%	0.3%
PLACE	13	0.2%	100.0%	0.3%

Total Budget: 5,762 117%

Baseline: 4,913

Surplus/(Overprogramming): (849)

*SIB – Allocation of Enabling Budget to Projects (£000s inc VAT)*

11. The projected breakdown of operating costs is:

12.

Employment Costs	2,419
Remuneration agreement	435
Other Employee Related (Relocation/ Health ins)	198
Office Accommodation	198
Internal Consultancy Costs	139
Director costs	82
Travel, Accomodation & Subsistence	70
Seconded Fees	56
IT costs	36
Training	36
Conferences	30
Recruitment	25
Miscellaneous Operational Costs	18
Mobile Phones & Postage / Phones / Courier	12
Stationery	9
Computer Software & Hardware	6
Hospitality	6
Equality Support	2

3,777

Baseline: 3,648

Surplus/(Overprogramming): - 129 -4%

*SIB – Breakdown of operating costs (£000s inc VAT)*

13. The allocation of Strategic Advisors to the Investment Strategy, Investment Pillars and other work is set out in the table below:

Sector	Number of Advisors (fte)	%
Networks	1	5.6%
Skills	2.7	15%
Health	2	11.1%
Social	2.8	15.5%
Environment	2	11.1%
Productive	2	11.1%
NIO Projects	1.5	8.3%
Investment Strategy	3	16.7%
CART	1	5.6%
<b>TOTAL:</b>	<b>18</b>	<b>100%</b>

*SIB – Allocation of Strategic Advisors to IS Investment Pillars and other work*



## Appendix A: Corporate Objectives and Milestones for 2010/11

Objectives	Outcomes	Actions	Performance Targets
<p>To accelerate the delivery of supported projects/ programmes</p>	<p>SIB helps Departments deliver more and better project procurements (in terms of faster delivery, lower risk and better value) than would otherwise have been possible.</p> <p>SIB is developing the market for public sector infrastructure in ways that improve competition and foster the development of the local economy.</p>	<p>A1 To provide support to Departmental projects that is fit for purpose and delivered on time and within budget.</p> <p>A2.1 To reduce the costs, mitigate the risks and accelerate the delivery of projects supported by SIB.</p>	<p>T1.1 Over the course of the year, SIB will have delivered 85% of its support on time, within budget and to the satisfaction of its customers. <i>(See Technical Note 1)</i></p> <p>T1.2 To refresh to Operational Partnering Agreements with client Departments by March 2011</p> <p>T2.1 To continue to document a set of interventions that demonstrate the scale and nature of the costs SIB has reduced; the risks it has mitigated and the delivery processes it has accelerated in partnership with</p>

Objectives	Outcomes	Actions	Performance Targets
		<p>A2.2 To inform the market about the likely pattern of infrastructure investment. To encourage potential bidders for infrastructure contracts to see Northern Ireland as an attractive place to do business.</p>	<p>the Departments. (See <i>Technical Note 2</i>)</p> <p>T2.2.1 By March 2011, to have run an Infrastructure Investment conference.</p> <p>T2.2.2 Over the course of the year, to maintain a website that provides bidders with the information required to assess investment opportunities.</p>

Objectives	Outcomes	Actions	Performance Targets
To foster and promote reform in the delivery of major public sector infrastructure	SIB helps clients develop their sustainable infrastructure programme and project delivery capability so that more projects and programmes can be delivered faster, at reduced risk and demonstrating best value	A3.1 To support Programme Delivery Support Units (PDSUs) within Departments and help develop the capabilities of civil and public servants.	<p>T3.1 To continue to provide financial and other support to the PDSU in DOE throughout the year.</p> <p>T3.2 SIB will continue to offer secondment opportunities for NICS staff throughout the year.</p>

## ***Technical Notes***

1: Customer satisfaction will be determined through feedback from Departments. Feedback will be requested annually as part of SIB's Stakeholder Survey or by some other suitable means. 'On time' refers to SIB meeting its own milestones for the delivery of products and advice. (These are documented in the Business Plans) Within budget refers to the deployment of the enabling budget in accordance with the expected profile, re-baselined where necessary to take account of delays outside the control of SIB. It should be noted that SIB depends on departments to progress projects and programmes. Where this progress is delayed by factors outside SIB's control and such delay impacts upon the achievement of SIB's targets, such targets will not be counted in the calculation of the company's achievement against T1. SIB will, of course, take all possible steps to avert or mitigate the effects of these factors.

2: This target provides a qualitative response to the difficulty of disaggregating the contribution made by SIB to the over all success of projects and the development of markets in ways that are quantifiable and can be tracked over time. The implementation of the sectoral business plans provides the body of evidence to demonstrate SIB's achievements. SIB's Operational Partnership Agreements identify and define its roles and responsibilities across each department's investment programme. SIB produces quarterly programme and project reports that fulfil the requirements of T2.1.

## Appendix B: Objectives for the Investment Strategy

Project	Activities	Date of Completion	Objective
Development of ISNI 2008-18	Completion of sectoral studies, including infra funding options.	August 2010	Completion of key studies that will assist departments in preparing robust bids into ISNI 3 (e.g. Energy, FE estate) and that focus the debate towards a public infra better fit to meet contemporary needs. Also, a finance study and related consultation to paint a comprehensive picture of the forward public expenditure landscape, and identify new options to fund projects in key sectors that do not rely on capital DEL.
Development of ISNI 2008-18	Development of ISNI 3 recommendations to OFMDFM	Oct 2010 *	To deliver a professional service to departments in collating and assessing bids for capital funding and better use of existing capital assets in order to advise OFMDFM (and DFP in relation to Budget 2010) on optimal investment to deliver Ministers' priorities in the PfG.
Development of ISNI 2008-18	Production of ISNI 3 documents ( <i>case studies, drafting/copywriting, photographic content, layout design, print, distribution</i> )	Oct 2010 (draft) * Jan 2011 (final) *	To produce an ISNI that meets the challenge of investing to improve the region's infrastructure in a time of less public funding by promoting solutions that are grounded, likely to be successful and capable of securing political support.
ISNI implementation monitoring & support	DTS II & Executive's ISNI Portal	Dec 2010	To deliver the planned benefits of a significant improvement in implementation and adoption of DTS II by departments and uptake of Portal by external stakeholders. Monitoring is being established to track progress made.

## Appendix C: Objectives for Projects and Programmes

Project	Activities	Date of Completion for Objective(s)	Objective
Belfast Rapid Transit	Managing the implementation of the project	Ongoing	To deliver a fast, reliable, sustainable and modern public transport system for Belfast which will encourage people out of their cars, thereby reducing congestion and emissions.
A5/A6/A8	Help Roads Service advance the project through to completion	31/03/11	Fulfil monitoring role as member of Programme Board
Coláiste Feirste	Help DE in the development of a site Development Plan	30/06/10 30/06/10 31/12/10 31/12/10	Completion of a site development plan Agreement of Education Site Requirement Agreement of Implementation Plan for other Development Opportunities Commencement of Educational Accommodation Procurement
St Comgall's	Help West Belfast Partnership Board in the development of a sustainable site development plan	30/06/10 30/09/10	Completion of an OBC and site development plan Agreement of a draft implementation plan
Lagan and Torbank Schools	Help DE to achieve Financial Close	To be agreed	To achieve financial close

Project	Activities	Date of Completion for Objective(s)	Objective
St Mary's University College	Help develop a business strategy	30/09/10	Completion of a draft business strategy document
Belfast Strategic Partnership	Support to modernisation of the controlled schools estate in Belfast	31/12/10	To have a further two schools constructed and in service
	Support to the development of the North Belfast Community Learning Centre	31/12/10	To have NBCLC operational at both the Belfast Boys Model School and Belfast Model School for Girls and delivering benefits for the community
	Support to Libraries NI for the development of Belfast Community Libraries	31/03/11	To complete economic appraisals and design proposals for at least two community libraries
	Support to Libraries NI for the redevelopment of the Belfast Central Library	31/03/11	To complete the Outline Business Case by 30/9/2010 and the Full Business Case by 31/3/2011

Project	Activities	Date of Completion for Objective(s)	Objective
Education & Skills Authority Implementation Team (ESAIT)	Embedded member of the ESA Implementation Team, helping to deliver a change management programme for the education sector	31/12/10	To advance tasks within the Strategic Planning Project to create convergence of area-based planning processes, investment planning, capital procurement and operational maintenance. (subject to the Executive's objective of an Education and Skills Authority being established and a Director Designate for Strategic Planning being appointed)
Lisanelly Shared Educational Campus	Assisting DE in managing professional teams (legal/OBC/exemplar designers) develop designs and OBC2 for up to six schools to facilitate their relocation to the Lisanelly site	30/04/10	Ensure Exemplar Design Team engages with relevant stakeholders
		31/12/10	Develop exemplar designs for all participating schools to RIBA Stage C
		31/12/10	Secure agreement of schools to relocate to Lisanelly
		31/12/10	Agree procurement strategy
		31/03/10	Obtain Outline Planning Permission



Project	Activities	Date of Completion for Objective(s)	Objective
Further Education Projects	Support the Dept in the evaluation of possible new PPP projects. Where suitable for PPP support the Dept in implementation.	31/03/11	Review the earlier project delivery lessons learned Identify the project/s which could be considered Commence the selection of advisers.
Further Education Statistical analysis	Support the Dept of Employment and Learning in setting up a model to assist them in delivering their objectives and support the identification of infrastructure need.	31/03/11	Compile a scoping paper on the evidence based approach for issue to relevant parties Building on SIB's current model gain access to the required data/information to broaden its appeal to benefit the FE sector. Using the model conduct an analysis of student numbers to project infrastructure need and as appropriate incorporate it into the business cases.
Residual Waste Infrastructure Programme, (encompassing the arc21, SWaMP2008, NWRWMG projects)	Working with NI's 3 WMGs and DoE to deliver waste infrastructure to meet the diversion targets set down in the EU Directive and avoid the risk of infraction proceedings and NILAS fines.	31/03/11	To provide ongoing support and advice to the 3 WMGs and DoE in the key areas of Planning, Contracts & Procurement and PR/Communications.
		31/03/11	To ensure ongoing financial rigour in relation to the revenue and capital budgets to support the 3 WMGs.
		31/03/11	To support each of the 3 WMGs to reach Preferred Bidder stage by 31/3/2011.

Project	Activities	Date of Completion for Objective(s)	Objective
		31/03/11	To develop a contingency plan for providing merchant capacity to NI to avoid NILAS fines, should one or more of the 3 main procurements stall or fail.
DFP Efficiency Projects	Work with DFP to identify sale and leaseback and operating cost savings within the DFP operational estate	30/09/10	We have engaged with the Carbon Trust Enterprises to consider the potential for sale and leaseback on three key Belfast city centre properties. Objective is to have concluded this deal by December 2010.
e-PIMS implementation	Lead on e-PIMS (asset management solution) implementation on two local councils	31/03/11	To have implemented ePIMS in two local councils by March 2011.
Belfast Area Partnerships	Assist BAPs identify suitable opportunities for social regeneration initiatives	15/03/11	Carry out a needs assessment for BAPs by 30 June 2010 Agree basis for SIB support by 30 September 2010 Develop individual/linked proposals with BAPs by 30 November 2010
Stakeholder Engagement Toolkit	Pilot Stakeholder Engagement Toolkit on SIB projects	30/09/10	Identify suitable projects by 30 April 2010 Evaluate pilot and summary report on outcomes by 31 July 2010

Project	Activities	Date of Completion for Objective(s)	Objective
Social Clauses Toolkit	Promotion of Toolkit with private sector/potential bidders	28/02/11	Evaluate promotion of Toolkit within COPEs/Departments by 31 December 2010 Develop programme of promotion with public sector organisations by 31 December 2010 Evaluate application of Toolkit by 28 February 2011
Business in the Community	Assist BITC with promotion of Corporate Social Responsibility	31/03/2011	Agree basis for support of BITC by 31 May 2010 Agree reach and extent of programme to be supported by 30 June 2010 Evaluate outcomes of supported programme by 31 March 2011
Community Regeneration through Cleaner Neighbourhoods	Assist DOE in developing proposals to operationalise its Cleaner Neighbourhoods initiative to regenerate communities	28/02/11	Develop proposals with DOE on operationalising its cleaner neighbourhoods initiative by 31 July 2010 Develop ToR by 30 September 2010 Appoint service provider to pilot initiative by 31 October 2010 Evaluate outcomes of pilot by 28 February 2011
Crumlin Road Goal	Programme Management Support	31/12/11	Fulfil monitoring role as member of Programme Board
Dundonald Icebowl	Working with Castlereagh Borough Council on the redevelopment of Dundonald Icebowl.	30/06/10.	To produce a marketing prospectus for Dundonald Icebowl so that we can tap into market expertise and consider a wide range of possibilities for the site.
		30/06/10.	Rework the business case for the Dundonald Icebowl development with Castlereagh borough council.

Project	Activities	Date of Completion for Objective(s)	Objective
Greater Clarendon Masterplan	Help DSD develop an implementation plan	30/09/10	Agreement of a draft implementation plan
RISE	Help the Group through the development of a project	30/09/10	Completion of a Communication Strategy
		30/09/10	Completion of a Funding Strategy
Streetscape	Help West Belfast Partnership Board in the development of environmental and other improvements	30/06/10	Development of a shortlist of potential streetscape opportunities
Social Housing Development Programme	Help DSD identify alternative financial and asset management arrangements to support the programme	30/09/10	DSD Minister and DFP approval to implement stock transfer recommendations on scheme in Derry.
		31/12/10	To have the business case approved for a new form of leasing social housing
Connswater Community Greenway	To support the East Belfast partnership in the planning and delivery of the Connswater Community Greenway	30/09/10	To offer advice to the project through a continuing presence on the project steering group To offer technical support to the design team leading to the appointment of a design and build contractor (by)

Project	Activities	Date of Completion for Objective(s)	Objective
Portrush Regeneration Strategy	To support Coleraine Council in securing the regeneration of West Bay Portrush	30/06/10	To support the Council in the establishment of a inter agency working group. To provide input to the preparation by the Council of a development brief in conjunction with DSD
Eco Neighbourhood - Grosvenor Barracks, Enniskillen	Assist DSD to identify the optimum way to deliver their policy objectives on the former Military site	30/09/10	To have an agreed way forward with DSD
Maze Long Kesh Strategic Site	To support OFMDFM in securing the regeneration of the MLK site in accordance with the joint Ministerial statement of 8 April 2009	31/01/11	To support OFMDFM in establishing the proposed development corporation, drawing on SIB resources and expertise  To complete scoping studies (by may 2010) as the basis for preparing a regeneration strategy  To prepare a development framework and regeneration strategy
Social Regeneration at Maze Long Kesh	Assist the MLK PDU to develop a Social Regeneration Framework that will inform site regeneration	31/01/2011	Carry out benchmarking against best practice examples by 31 July 2010 Develop ToR for MLK Social Regeneration Framework by 30 September 2010 Appoint external support by 30 November 2010

Project	Activities	Date of Completion for Objective(s)	Objective
Maze Long Kesh Conflict Transformation Facility	Assisting the MLK PDU to develop a proposals for a CTF	15/03/11	Secure Ministerial support to, proceed with CTF on MLK by 31 July 2010 Secure DFP approval of OBC by 31 December 2010 Gather sufficient detail from refreshed OBC to complete Peace III application by 31 Oct 2010
Downshire Site Redevelopment	Help the South Eastern Health and Social Care Trust in the coordination of the Development Plan	31/03/11	Provide ongoing project management and advisory support
Omagh Local Hospital	Help develop alternative funding solutions	31/03/11	Not yet established
Rathfriland	Help Banbridge District Council and the Southern Health and Social Care Trust in the development of a shared public sector facility	30/06/10 31/12/10	Completion of OBC and Site Development Plan Agreement of a draft implementation plan
Royal Victoria Hospital- Woman and Children's	Help develop alternative funding solutions	31/03/11	Not yet established

Project	Activities	Date of Completion for Objective(s)	Objective
Emergency Services Investment Programme	Support the DHSSPS, Fire and Rescue, and the Ambulance services in the delivery of infrastructure to meet their needs.	10 year programme	Review the skills and competencies required to deliver this programme. With the DHSSP put these in place
Desertcreat College	Providing strategic and programme support, with a dedicated Programme Manager, in managing the entire programme.	31/4/10	To receive business case approval from DFP with approval to proceed to tender
		31/03/11	Submit jOBC to DFP for approval Compile the contract documents Commence the procurement process for the construction of the College
		31/10/10	To issue an "Invitation to Participate in Dialogue" to shortlisted contracting teams for the contract to build & operate the new college
		31/3/11	To commence selected early works on site
Forensic Science	Provide strategic support and direction to the NIO and FSNI in the delivery of a new Lab.	31/03/11	Extract from the current OBC the £12m capital project. Submit the OBC for approval. Upon approval commence the procurement process Commence the Joint Venture considerations

Project	Activities	Date of Completion for Objective(s)	Objective
Stadia	Support the DCAL and Sport NI in the delivery of infrastructure to meet their needs.	31/03/11	Complete the Business Cases for GAA, IFA and IRFU and submit to the Department for approval Submit to DFP for approval Review the skills and competencies required to deliver this programme. With the DHSSP put these in place
Energy Efficiency	Building upon the NI Energy Model (currently being tendered), to develop practical supporting models in relation to energy efficiency to assist future decision-making.	28/02/11	Working with SDC and DSD, to assess the capital cost implications, and to carry out a life cycle assessment to identify associated benefits, including the impact on levels of fuel poverty, in adopting high energy efficient/carbon neutral design for housing, particularly social housing. To assess the cost impact on future public sector infrastructure projects included within ISNI3, of anticipated changes to energy efficiency standards and carbon targets.
NI2012	Helping DCAL and DETI develop an operational management plan for NI2012	31/12/10	Develop a cross-Departmental/NDPB operational management plan to maximise synergies and benefits from the NI2012 initiative.
Thompson Dock (Part of TSP)	Helping NISP develop a strategy to secure the gate to the Thompson Dock	31/12/10	Prepare an economic and technical assessment for the gate to the Thompson Dry Dock, to make it accessible for the public and enhance the visitor experience. Assess operational models for the Dock, to ensure integration within the TSP offering.



Project	Activities	Date of Completion for Objective(s)	Objective
Derry: City of Culture 2013	Co-ordinating production of the final bid Overseeing all of the work streams involved in preparing and promoting the bid	Bid submission date is end of May 2010 with a clarification process occurring over summer 2010	Ensure that all project milestones are met.
Driver and Vehicle Agency	Help DVA in the completion of the ongoing PFI contract review and in the development of its service delivery model	31/03/11 31/12/10 31/12/10	1. Completion of the PFI contract negotiations and implementation of a revised contract 2. Support DVA in confirming its future Service Delivery Model <sup>4</sup> 3. Support DVA in the development of any strategic procurement activity resulting from 2 above <sup>5</sup>
Armagh Gaol	Helping Armagh City and District Council to advance the refurbishment of Armagh Gaol to the point that it is a viable and deliverable project.	30/09/10	To prepare an Outline Business Case, taking into account the established framework, for the refurbishment of the Gaol. To introduce and support Armagh C&DC through the Gateway Review Process.

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<sup>4</sup> Subject to DVA request

<sup>5</sup> Subject to DVA request

Project	Activities	Date of Completion for Objective(s)	Objective
Commercialisation	Help Forest Service in the implementation of it's Commercialisation Strategy	30/06/10 31/12/10	Completion of Outline Business Case for initial Commercialisation Opportunities Commencement of Procurement for Individual Commercialisation Opportunities
	Help AFBI in the implementation of it's Commercialisation Strategy	To be agreed To be agreed	Completion of Strategic Review of AFBI's Business Model Completion of a Marketing Strategy for the revised Business Model

## Appendix D: Objectives for the Assets Management Unit

Project	Activities	Date of Completion for Objective(s)	Objective
Implementation of CRT Review Recommendations	To deliver the recommendations of the CRT Review	30/09/10	To provide robust asset management information from at least two initial asset management projects with departments.
		30/09/10	Executive approval of the CRT Review
		31/12/10	Subject to Executive approval to have agreed all governance structures and arrangements with OFMDFM and DFP
Network Centre	Assist the East Belfast development Agency with the delivery of a new facility on the site of the former Templemore Avenue School	Sept 2010	To have achieved planning permission
		Dec 2010	To have completed all design work ready for procurement of a contractor
		Mar 2011	To have concluded the funding package
An Droichead	Assist An Droichead with the delivery of a new Cultural and Business Complex	July 2010	To have appointed a Client's Representative
		Dec 2010	To have achieved planning permission
		Mar 2011	To have identified all sources of funding
Colin Town Centre	To assist the Colin	Sept 2010	To have an implementation report agreed with DSD

Project	Activities	Date of Completion for Objective(s)	Objective
Development	Neighbourhood Partnership and DSD in the development of a new town centre for Colin.	Dec 2010	To have commenced the mobilisation of resources and actions from the agreed implementation report.
Divis Street Bridge	To provide details on the redevelopment potential of the Divis Street Bridge for DRD.	Sept 2010	To have presented initial findings to DRD and seek approval to advance work to the next stage.
East Belfast Development Strategy	To complete a masterplan and business case for the rationalisation and redevelopment of publicly owned assets in Inner East Belfast	Sept 2010	To have completed the masterplan and OBC
		Dec 2010	To have agreed departmental participation in the project
Redevelopment of the former Esso Site in Belfast Harbour	Assist East Belfast Partnership to identify the best option for development	Sept 2010	To have reached agreement with EBP Board on most appropriate development option.
Newtownards Road 2012	To identify key transformational projects that will remove blight along the Newtownards Roads	Sept 2010	To have completed designs and appraisals for the first phase of projects

## Appendix E: Administration Objectives

Objectives	Outcomes	Actions	Performance Targets
<p>To develop the organisation and the individuals within the organisation.</p>	<p>SIB has developed as an organisation so that it meets the requirements of Ministers and OFMDFM and takes account of the legitimate interests of local representatives, the Departments, private sector bidders, its staff and the public.</p>	<p>A1.1 To comply with the terms of the Management Statement and Financial Memorandum.</p> <p>A1.2 To continue to operate a shadow-charging regime for SIB's services.</p> <p>A1.3 To maintain staff turnover and sickness rates at lower than industry averages.</p>	<p>T1.1 Over the course of the year, SIB will comply with the terms of the Management Statement and Financial Memorandum.</p> <p>T1.2 To attribute the full economic cost of SIB support to individual programmes and projects.</p> <p>T1.3.1 Staff turnover rates to be less than 20%.</p> <p>T1.3.2 To maintain sickness rates to below an average of 3% per person per year.</p>

Objectives	Outcomes	Actions	Performance Targets
		<p>A1.5 To pay bills on time.</p> <p>A1.6 To respond to FoI requests within the 20-day deadline.</p> <p>A1.7 To produce statutory and other accounts on time and fit for purpose.</p> <p>A1.9 To implement the company's Records Management Strategy.</p>	<p>T1.5 To pay 95% of properly presented bills within 10 working days.</p> <p>T1.6 To have responded to FoI requests within the 20-day deadline. (See <i>Technical Note 1</i>)</p> <p>T1.7 To produce the company's accounts and annual report in line with the requirements of OFMDFM and DFP.</p> <p>T1.9 To maintain records in line with SIB's Records management policy.</p>

Objectives	Outcomes	Actions	Performance Targets
		<p>A1.10 To reduce the company's carbon footprint.</p> <p>A2 To produce SIB Corporate and Business Plans within the schedule set by OFMDFM.</p> <p>A3 To promote equality of opportunity through the implementation of our approved Equality Scheme.</p>	<p>T1.9 Having introduced systems that enable SIB to measure its greenhouse gas emissions, to reduce them by 5%.</p> <p>T2 To have agreed SIB Corporate Plan for 2011/12 -2013/2014 and Business Plan for 2011/12 with OFMDFM by March 31 2011.</p> <p>T3 To implement the action plan set out in Appendix 4 of SIB's Equality Scheme.</p>

Objectives	Outcomes	Actions	Performance Targets
		<p>A4 To have due regard to the need:</p> <ul style="list-style-type: none"> <li>- to promote positive attitudes towards disabled people, and</li> <li>- to encourage participation by disabled people in public life.</li> </ul> <p>A5 To implement the company's training and development plan.</p>	<p>T4 To have carried out the actions set out in the SIB Disability Action Plan</p> <p>T5.1 To carry out a corporate training needs analysis and produce a corporate training and development plan by April 30 2010.</p> <p>T5.2 To have implemented the corporate training and development plan by March 31 2011.</p>



Objectives	Outcomes	Actions	Performance Targets
		<p>A6 To have the staff required to achieve the company's objectives.</p>	<p>T6 To have maintained the company's establishment at the required level over the course of the year.</p>

## Appendix F: Board Members

<b>Dr. David Dobbin</b>	Chairman (since November 2009) Non-executive Director (since October 2005)
<b>Ms. Geraldine McAteer</b>	Non-Executive Director (since November 2009)
<b>Mr. Bro McFerran</b>	Non-Executive Director (since November 2009)
<b>Mr. Denis Rooney</b>	Non-Executive Director (since November 2009)
<b>Mr. David Waugh</b>	Non-Executive Director (since November 2009)
<b>Mr. David Gavaghan</b>	Chief Executive (since July 2004)
<b>Mr. Brett Hannam</b>	Chief Operating Officer (since January 2006)

# Appendix G: SIB Organisation Chart

David Gavaghan  
Chief Executive

## Strategic Advisors

### ISNI

Martin Spollen  
Johann Gallagher  
Patrick McMeekin

### CART

Scott Wilson

### Skills

John Adamson (0.2)  
Bill Reid  
Pat O'Neill (0.5)

### Health

Leo McKenna  
David Gilmour

### Social

Kyle Alexander  
Mary KcKee (0.8)  
Kenny Knox ▶  
Bernie Traill ▶

### Productive

Michael Donnelly  
Bryan Gregory

### NIO Projects

Pat O'Neill (0.5)

Brett Hannam  
Chief Operating Officer

Patricia Mallon  
Finance Manager (0.8)

Sam Pringle  
Information Manager (0.6)

Julie Monahan  
HR Manager (0.5)

Stephen Jamison  
Assistant Accountant

Fiona Kane  
Communications Adviser (0.6)

Joanne Donnelly  
Finance Assistant

Terri Keates  
PA to Chief Executive

Alena Orr  
Senior Administrator

Zita McClean  
Intern/Research Assistant

Gregor Hamilton  
Legal Director

## Waste PDSU #

Alan McVicker  
PDSU Director - Waste Management

Ciaran Cunningham  
Comms Manager - Waste Management

Noel Scott  
Waste PDSU - Planning Adviser

Ann Boal  
Waste PDSU - Admin Officer

Gavin Thompson  
Waste PDSU - Financial Controller

Mike Smith  
Waste PDSU - Contracts Adviser

## Project Managers

Jonathon Gray #  
Project Manager - Waste Management

Colin McCrossan  
Project Manager - Desertcreat

Ciaran de Burca #  
Project Manager - Rapid Transit

Hazel Jones #  
Project Manager - Lisanelly

John Green  
Project Manager - Arc2I

FTEs	Core SIB	Secondees #	PDSU #	Other #	Total	
Chief Executive	1.0	0.0	0.0	0.0	1.0	3%
COO & Legal Director	2.0	0.0	0.0	0.0	2.0	6%
Advisors	10.0	0.0	1.0	4.0	15.0	43%
Assistant Advisors	3.0	2.0	3.0	0.0	8.0	23%
Operations Staff	7.1	0.0	2.0	0.0	9.1	26%
<b>Total:</b>	<b>23.1</b>	<b>2.0</b>	<b>6.0</b>	<b>4.0</b>	<b>35.1</b>	

▶ : Secondee

# : Do not count against headcount limits

## Appendix H: Glossary of 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
BIFHE	Belfast Institute of Further and Higher Education
BURA	British Urban Regeneration Association
C2K	Classroom 2000
CART	Central Assets Realisation Team
CCNI	Construction Council for Northern Ireland
CODA	City of Derry Airport
CRG	Crumlin Road Gaol
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
DID	Delivery and Innovation Division
DOE	Department of the Environment

DSD	Department of Social Development
DST	Decision Support Tool
EIPS	Education Infrastructure Procurement Service
EFW	Energy from Waste
EQIA	Equality Impact Assessment
EIPS	Education Infrastructure Procurement Service
ESA	Education and Skills Authority
EU	European Union
FBC	Final (Full) Business Case
FM	Facilities Management
HR	Human Resources
HSSA	Health and Social Services Authority
ICT	Information and Communications Technology
ICCT	International Centre for Conflict Transformation
IDG	Inter-Departmental Group
IDP	Investment Delivery Plan
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
NIAS	Northern Ireland Ambulance Service
NICS	Northern Ireland Civil Service
NIFRS	Northern Ireland Fire and Rescue Service
NIHE	Northern Ireland Housing Executive
NISM	Northern Ireland Schools Modernisation
NIWL	Northern Ireland Water Ltd

NIWS	Northern Ireland Water Service
OBC	Outline Business Case
OFMDFM	Office of the First and Deputy First Minister
OFREG	Office of the Regulator
OPP	Outline Planning Permission
OSNI	Ordnance Survey Northern Ireland
PCCI	Primary Community Care Infrastructure
PDU	Programme Delivery Unit
PDSU	Programme Delivery Support Unit
PPP	Public-Private Partnership
PUK	Partnerships UK
QA	Quality Assurance
RUAS	Royal Ulster Agricultural Society(
R&D	Research and Development
SBC	Strategic Business Case
SCNI	Sports Council Northern Ireland
SIB	Strategic Investment Board Limited
SIP	Strategic Investment Plan
SDP	Strategic Delivery Plan
SRO	Senior Responsible Officer
SWAMP	Southern Waste Management Partnership
TOR	Terms of Reference
TQSP	Titanic Quarter Signature Project
WAN	Wide Area Network
WM	Waste Management
WMI	Wider Markets Initiative