



# **CORPORATE PLAN 2009–2012 & BUSINESS PLAN 2009/10**

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## **CAVEATS**

SIB may amend these Corporate and Business plans (CBPs) in the light of the SIB Review that OFMDFM expects to be published in Spring/Summer 2009. The CBPs are therefore provisional until the findings of the review can be taken into account.

SIB has drafted this plan whilst ministers consider the report of Mr Ed Vernon into the operation of the Central Assets Realisation Taskforce, (CART). All references to the CART in this plan should be seen as provisional until ministers have considered his recommendations.



## **SIB CORPORATE PLAN 2009–2012**

## **Introduction**

1. The Corporate Plan defines the medium term objectives of Strategic Investment Board Limited (SIB) and sets out the corporate strategy it will follow to achieve them. The Corporate Plan is supported by the annual Business Plan which documents in detail SIB's targets and the actions we will take in 2009-10 to ensure their delivery using the resources we have been allocated.

## **Background**

### ***SIB***

2. In April 2003, following extensive consultation, The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003 established SIB. The legislation sought to ensure that ministers in the devolved government would be able to follow a coordinated approach to the delivery of the much-needed new schools, hospitals, roads and other infrastructure required in 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 has responsibility for drafting 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 have significant experience 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 2008/9 and identifies the relevant government priorities and targets as set out in the 'Programme for Government 2008-11'. The section also identifies the factors 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 deploy.

## **Section 1: The Business Planning Context**

### ***Review of 2008/9***

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. The key performance indicator for 2008/9 was that public investment in civic infrastructure reached a record high of £1.5 billion, an increase of some £110m on the previous year.
11. Among the key achievements of departments, to which SIB contributed materially during 2008/9, were:
  - the commencement of construction at five schools in the Belfast Strategic Partnership programme;
  - the identification of a preferred bidder for Enniskillen acute hospital and working to financial close;
  - assisting with the completion of the Social Housing Delivery Strategy;
  - working to achieve financial close on the new campus for the Belfast Metropolitan College;
  - obtaining funders' approval to commence the Titanic Signature Project;
  - holding the fourth All Island Infrastructure Investment Conference, in Belfast over two days; fielding an impressive panel of national and international speakers; and
  - the review of the DRD Regional Development Strategy.
12. In addition, SIB was responsible for:
  - the establishment and operation of the Central Assets Realisation Team (CART);
  - the commencement, under the direction of an SIB Project Director, of the Desertcreat Training College project;

- providing ongoing support to BELB and DCAL in relation to the Strategic Partnering Agreement, with particular focus on the Belfast Central Library;
- the provision of support for NIO projects including the new prison project; and the Forensic Science Laboratory;
- the provision of a Project manager for the Downshire Site Redevelopment programme;
- supporting ESAIT develop and estates strategy through the provision of a full time adviser;
- staffing the Maze Long Kesh project team on behalf of OFMDFM;
- providing DRD with a Director for the Belfast Rapid Transit Programme;
- supporting the Department of the Environment by providing an interim Director for the Waste management programme;
- continuing to support the Waste partnerships through the staffing of the Waste Programme Delivery Support Unit;
- supporting ILEX by providing an interim Chief Executive and input to its strategic thinking;
- providing the Director for DFP's Workplace 2010 Programme;
- developing a pathway for the Wider Markets initiative; and
- managing the implementation of a new on-line ISNI2 delivery tracking system.

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

13. In the “Programme for Government 2008-11”, the Executive states that it will put in place a modern infrastructure fit for the 21st century. It intends 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.
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 a set of constraints and dependencies. 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 Departments. The level of enabling consultancy is cash limited whilst the number of SIB advisers is headcount limited.

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 2009 NI budgetary process. We will amend our strategy and plans in the light of the eventual settlement.
19. The Central Assets Realisation Team (CART) will continue to need to work closely with DFP to ensure the optimal realisation of surplus assets. The need to work with the Department of Social Development will also be critical to the success of the team. The ability of the CART to dispose of surplus assets will be heavily dependent on prevailing market conditions. We discuss the likely impact of these 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

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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.

work to ensure that local businesses are able to take advantage of the 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 (currently under review) ; 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. The current adverse conditions in the general economy have both considerably reduced the availability of credit and significantly increased its cost. The private sector is now finding it increasingly difficult to participate in civic infrastructure projects at a price that represents value for money to the taxpayer. In response, government has announced new funding arrangements and will become a 'lender of last resort' to ensure pipelined PPP projects continue as planned.
23. We therefore assess that there is a risk that public projects and programmes that have been predicated on the availability of private capital may cease to be viable, in the forms originally envisaged, as their business cases are undermined by increased finance costs. However, in these circumstances we consider that the government will replace this capital in ways that enable the projects to proceed, through an increased public-sector contribution. The effect of this risk transpiring may still, however, be to slow the delivery of projects whilst this alternative funding is obtained.
24. A secondary impact on contractors and financiers is likely to be a severely reduced risk appetite. Bidders on major projects have expressed concern at the cost of developing and submitting tenders. We assess that there will be a

lower number of bidders for high value projects. This has the prospect of making it more difficult for the taxpayer to obtain the same value for money as has been possible in recent years. The EC "Competitive Dialogue" procurement process is also proving to be an additional burden on bidders and there are increasing calls to examine how it can be streamlined. We intend to contribute to such an analysis.

25. The risk that contractors already working on projects, or involved in the later stages of bidding, may withdraw or fail increased significantly over the last quarter of FY2008/9. Contractors' risks, which they would have been capable of managing in previous times, may now, if they transpire, be sufficient completely to erode thin profit margins and lead to companies failing.
26. SIB assesses that the improved competitive tension and lower or negative cost inflation generated by current conditions (including the devaluation of the pound) will not be sufficient to offset the deleterious effects described above, although they may partially mitigate their impact.
27. 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. We are currently working with Intertrade Ireland to identify ways to reduce the costs of bidding to SMEs and encourage the involvement in public sector delivery chains;
  - continue to ensure the terms of contracts provide insurance against default, in ways that protect the taxpayer's position;
  - develop our market intelligence and contractor risk assessments to provide early warning of firms at risk of collapse.
28. A second impact of the reduction in property development is the current cessation of 'speculative' land acquisitions. This has significance for the public sector because it reduces the sums that CART expects to generate through the realisation of surplus assets.



29. The only types of government assets capable of being realised in current conditions are those that generate, or have the potential to generate, revenue. Departments have encountered difficulties in dealing with the revenue consequentials of disposing of such assets, even where the business case for such action is compelling. Delays in the agreement of the modalities for the exercise of control over the programme have aggravated the situation.
30. The CART stands ready to implement the strategy approved by the Executive, and looks forward to receiving the explicit instructions to proceed and the support of departments, including DFP, necessary to achieve the desired outcomes.
31. The Minister of Finance has recently announced that, in light of recent judgements in cases brought by disappointed bidders, CPD will suspend the use of frameworks for the delivery of a programme of new schools, and instead return to issuing individual tenders for these projects. We understand the rationale for this approach and recognise the requirement to press ahead with this much-needed investment. SIB will continue to support appeals by CPD against these judgements, which we consider are likely to lead to the taxpayer obtaining poorer value for money in the long term.
32. The publication of the ISNI and the Programme for Government has, understandably, raised expectations of an accelerated rate of infrastructure delivery. For the reasons set out above, it is possible that departments will not progress every project within the ISNI at the pace originally envisaged. In order to maintain the credibility of the ISNI delivery process it will be important for key agents to manage the expectations of stakeholders and provide early warning of the challenges and difficulties ahead.

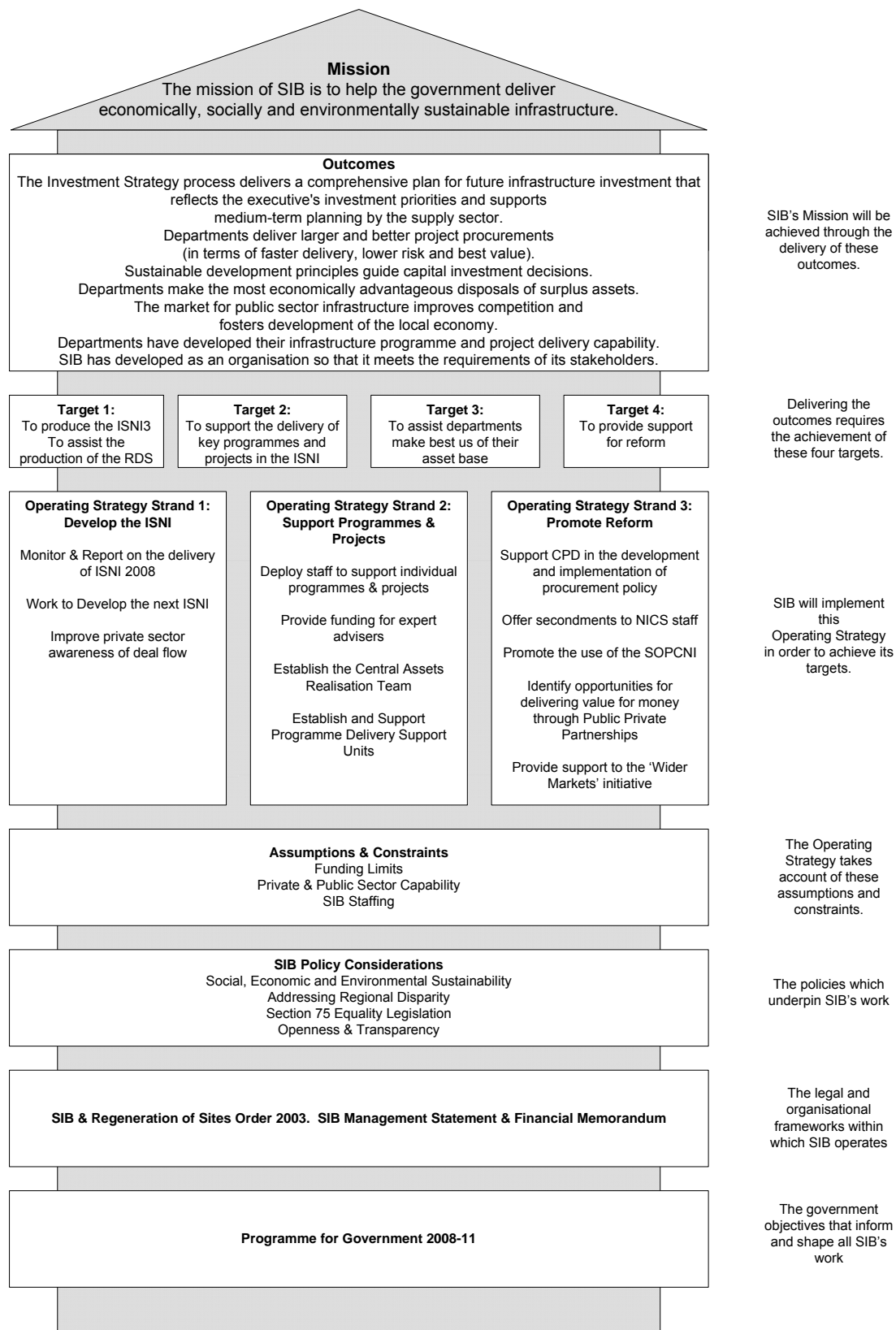
## **Sensitivities & Scenarios**

33. In addition to the base scenario set out above, there are three additional planning scenarios which are sensitive to factors that may significantly affect the execution of the corporate plan but which we cannot, at this stage, accurately forecast. The factors to which the plan is particularly sensitive are:
  - The quantum of funding available for infrastructure investment;
  - The availability of private sector capital for investment in the delivery of public sector services; and

- Ministers' requirements for capital realisations and the marketability of surplus assets.
34. The scenarios are:
- a. The pace of investment in infrastructure is quickened (for example, in order to provide a stimulus to the economy);
  - b. The pace of investment is slowed (as a response to falling government revenues or other reasons);
  - c. A shortage of affordable credit limits the private sector's appetite for involvement in the delivery of public services through partnerships.
35. SIB's response to scenario (a) would include:
- The recruitment of additional staff, where required, in order to meet increased demand;
  - The negotiation with departments of joint funding arrangements for such staff;
  - Increased concentration on those projects where SIB adds greatest value and a commensurate withdrawal from those where its impact is lower.
36. Should additional projects be allocated to the CART, it is very likely that we will require to recruit additional property professionals.
37. Conversely, the response to scenario (b) would be to slim down the company and focus on maximising the value of those projects that do proceed. The analytical work of the ISNI team would be particularly important as Ministers' requirements for objective advice on the prioritisation of projects become more pressing.
38. SIB's response to a sudden withdrawal of private sector finance for infrastructure projects will be:
- to seek to identify alternative sources of finance (including from government – e.g. the recently announced PPP support fund) 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 to within the company to meet these revised requirements.
39. It is clear that the landscape of public sector infrastructure delivery is changing rapidly. 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 adapt to meet those needs.

## Section 2: Corporate Strategy



## ***Mission***

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

## ***Strategic Priorities***

41. SIB's derives its strategic priorities from the targets set by Government in the Programme for Government and from consideration 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>.
42. 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 accelerate the delivery of 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 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***

43. The medium-term objectives derived from the strategic objectives are:
- to refresh the Investment Strategy in the light of the changing economic context;
  - to deliver supported projects/ programmes in accordance with our investment pillar plans and the principles of economic, social and environmental sustainability; seeking 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.
44. 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 more projects and programmes can be delivered; 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.
45. SIB operates within a performance management framework that is consistent with the FABRIC<sup>3</sup>: 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***

46. 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.
47. SIB will, at all times, ensure that its work is aligned to the requirements and priorities of the Executive.
48. 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. The next stage of ISNI's development will see it related more closely to the revised Regional Development Strategy, taking more account of spatial issues – north, south, east and west.
49. 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 makes maximum use of the available capital.
50. 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 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; (as, for example, we did through the establishment of the CART).
51. 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.

52. 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.
53. 'Additionality' means that the project needs, for example, sustained input from SIB staff who have:
- the ability to maximise the leverage of private to public funding;
  - the ability to create value through matching private capital to public assets; and
  - the facility to develop markets, reduce consultancy spend, shorten schedules; allocate risk and cut costs.
54. It should be stressed that this focus does not mean that SIB is changing 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 would, 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.
55. 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).
56. It is generally recognised that the effectiveness of development agencies, as vehicles for the delivery of regeneration and economic development, is well

established. However, in NI these have, to date, tended to be set up for specific localities. SIB believes that the wider context and challenge of promoting development and investment across the region requires a new approach and the assessment of alternatives, particularly that of using a single regeneration body. This body provides the advantage of making more effective use of resources by centralising responsibility for implementation in a unitary delivery vehicle. Such an organisation could be of particular relevance during the transition period whilst RPA is implemented and local authorities build their regeneration capability. The agency would bring together a range of skills and expertise in technical, legal, financial, regeneration, community, project management, strategic planning and communication matters

57. The framework for such a regeneration delivery capability already exists to a significant degree within SIB. However an advisory role would potentially not meet the need to drive major projects and deliver the outcomes that communities and the Executive want to achieve. What is urgently needed is a clear, identifiable, empowered and resourced organisation that will make things happen, and which will act as a credible partner to private sector investors and partners. We intend to contribute to the debate over how best this organisation can be established.
58. The Company will continue to identify opportunities where its staff can usefully fill project and programme director posts.
59. We are aware that a number of new PPP models are emerging elsewhere and we are keen to see how these might be applied appropriately in Northern Ireland.
60. 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.
61. 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.

62. SIB will identify opportunities for public private partnerships where these offer value for money.
63. 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.
64. 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 implemented a web-enabled database to provide detailed information on projects and programmes within the Investment Strategy. We will continue to develop the functionality of this system in order to meet the needs of our stakeholders.
65. 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.
66. 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.
67. 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.
68. 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.

69. 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.

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

70. 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.

71. The table below illustrates the breakdown of SIB's budget for the period 2009-10 and 2010-11. (The budget for the following years has not yet been set.)

	<i>2009-10</i>	<i>2010-11</i>
Operating	4,368	4,272
Resource (Enabling Budget)	4,667	4,789
<b>Total</b>	<b>9,035</b>	<b>9,061</b>

Figures in £000s

*SIB Budgets 2009/10 – 2010/11*

## **SIB BUSINESS PLAN 2009–10**

## **Introduction**

1. This Business Plan defines the business targets of Strategic Investment Board Limited (SIB) for 2009/10. 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 from the resources allocated. The plan assumes that funding for the Investment Strategy and ISNI will be provided as planned. If this assumption should change the plan will be adapted.

## **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.

## **The Organisation**

3. The Chief Executive manages SIB and the Chief Operating Officer manages the day-to-day support operations of the company. 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

4. SIB is focused on delivery. For 2009/10 SIB will devote some 90% of its effort (measured by advisor input and use of the enabling budget) to the following thirteen projects and programmes:

- ISNI and the Regional Development Strategy
- The Central Assets Realisation Team
- The Titanic Quarter Signature Project
- The Waste Management Programme
- The Joint Training Centre at Desertcreat
- Regeneration Programmes in the North West
- Regeneration at the Maze/Long Kesh Site
- Hospitals in the South West
- The Civil Service Accommodation Programme
- Belfast Central Library
- Rapid Transit
- The delivery of educational infrastructure
- Lisanelly

5. SIB's corporate, ISNI, project & programme, capital realisation and administrative targets for 2009/10 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 2009-2012.
6. The targets for Programmes and Projects (Appendix C) have been developed in consultation with the relevant Departments.

7.

## **Budget 2009/10**

8. The 2009/10 budget provision comprises:

Operating Budget: £4,368k

Enabling Budget: £4,667k

**Total: £9,035k**

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.



Project	
CART	3,200
Lisanelly/Omagh	450
Waste Management PDSU	311
Waste Management	300
Regeneration	250
Desertcreat College	225
Titanic Signature Project	175
Further Education Projects	173
Health Energy Study	150
ISNI 2	120
Greater Clarendon (Sailortown) Masterplan	102
City of Derry Airport	100
DVA	100
Further Education Statistical Analysis	81
Commercialisation	59
Small Ferry Project	50
Downshire Site Redevelopment	50
DBM	50
Regeneration in Derry/Londonderry	50
Constructing Excellence	40
Emergency Services Investment Programme	35
RISE	30
Regeneration of Clodermot	20
PLACE	13
Total Projected Spend	<u>6,134</u>
Total Budget	<u>4,667</u>
Projected Release/(Overprogramming)	<u>(1,467)</u>

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

11. The projected breakdown of operating costs is:

Operating Budget	
Employment Costs	2,941
CART Establishment	565
Office Accommodation	190
Internal Consultancy Costs	160
Communications	120
Travel,Accomodation & Subsistence	100
Director costs	81
Recruitment	58
Training	40
IT costs	26
Computer Software & Hardware	20
Miscellaneous Operational Costs	17
Mobile Phones & Postage / Phones / Courier	15
Stationery	10
Conferences	10
Hospitality	10
Equality Support	5
Total Projected Spend	<u>4,368</u>
Total Budget	<u>4,368</u>
Projected Release/(Overprogramming)	<u>0</u>

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

12. 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	1.2	6.9%
Skills	1.7	9.7%
Health	2.0	11.4%
Social	0.8	4.6%
Environment	1.3	7.4%
Productive	4.0	22.9%
NIO Projects	1.5	8.6%
Investment Strategy	3.0	17.1%
CART	2.0	11.4%
<b>TOTAL:</b>	<b>17.5</b>	<b>100%</b>

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

## Appendix A: Corporate Objectives and Milestones for 2009/10

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 2010</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 2010, 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
<p>To foster and promote reform in the delivery of major public sector infrastructure</p>	<p>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</p>	<p>A3.1 To support Programme Delivery Support Units (PDSUs) within Departments and help develop the capabilities of civil and public servants.</p>	<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
ISNI 2	Ongoing monitoring of ISNI 2 roll-out, embedding use of the ISNI DTS and public portal, preparation of strategic advice to Ministers & officials, and liaison with industry representative bodies.	March 2010	<p>To promote the DTS as an authoritative source of delivery status to inform Ministers, officials, industry stakeholders and the public; and to use the DTS to inform a monthly reporting suite for attention of Permanent Secretaries and to support the performance-monitoring regime that Ministers may put in place.</p> <p>To continue to work with senior officials to bring forward proposals for an ISNI performance monitoring regime for agreement with Ministers.</p>



Project	Activities	Date of Completion	Objective
ISNI 3	<p>Research &amp; development of a new empirically based approach to ISNI, to innovate on from the 'bid' model used for ISNI 1 &amp; 2. This Involves clarifying strategic objectives across NICS business areas, completing studies on the spatial configuration of existing provision, and performance and cost modelling to identify more optimal configurations including the potential to join-up future development. (SIB has used a similar approach on a minor scale to inform ambulance estate needs. Close liaison with departments will be required to ensure buy-in. There are strong linkages to RPA and RDS.)</p>	March 2010	To develop and test two sectoral models in conjunction with relevant stakeholders.

## Appendix C: Objectives for Projects and Programmes

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Productive	Titanic Signature Project	Supporting DETI (and Titanic Foundation Ltd) to advance the TSP to meet the PfG objectives for tourism, through the delivery of the Titanic Signature Project by April 2012.	March 2010	To progress the Titanic Signature Project in accordance with the agreed programme and budget.
Productive	Workplace 2010	Support DFP through the provision of a Programme Director	March 2010	To deliver the WP2010 programme in line with a revised strategy and/or plan.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Productive	Odyssey Trust Company Commercial Review	Support DCAL's commercial review of the Odyssey Trust Company	April 2009	To provide a report for the Permanent Secretary of DCAL assessing the commercial performance of the OTC.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Productive	Commercialisation	Develop a Commercialisation Policy	May 2009	Obtain Ministerial support to the implementation of NI commercialisation strategy
		Develop Commercialisation opportunities across NICS departments	March 2010	Completion of tangible and intangible assets audit across departments
		Develop a commercialisation tool kit	March 2010	Completion of toolkit
		Support for AFBI	September 2009	Completion of AFBI commercialisation plan
		Support for Forest Service NI	June 2009 September 2009	1. Completion of High Trees procurement 2. Commencement of procurement process for the development of other leisure/forest related opportunities

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Skills	ESAIT	Help the Education & Skills Authority Implementation Team (ESAIT) to develop its Estate organisation in readiness for the launch of ESA on 1 January 2010	December 2009	To have a Service Delivery Model agreed with DE that identifies regional and locally delivered services  To have a transition plan in place to ensure Day 1 critical activities are correctly resourced.
Skills	Belfast Strategic Partnering Project	To support to the approval of the Economic Appraisal and further support in the design phase for the Central Library	March 2010	To obtain approval of the Economic Appraisal and commencement of the design phase.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Skills	Belfast Strategic Partnering Project	Support the creation of the North Belfast City Learning Centre	February 2010	To establish the NBCLC at the Belfast Girls Model School
		Support the construction and design programme (10 schools)	March 2010	To have five schools operational and in service
Skills	Further Education Statistical analysis	Support to the Dept of Employment and Learning in setting up a model to assist them in delivering their objectives and, in particular, to support the identification of infrastructure need.	March 2010	To develop a model to support the effective planning of FE.  Using the model, conduct an analysis of student numbers to project infrastructure need and as appropriate incorporate it into business cases for new projects.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Skills	Further Education Projects	Support the Dept in the evaluation of possible new PPP projects. Where suitable for PPP support the Dept in implementation.	March 2010	To have identified the project/s which can be supported.  To have begun the procurement of professional advisers.
Networks	City of Derry Airport	Support the transition to private ownership/management	March 2010	To conclude a competitive process for the transfer of ownership of CODA.
Networks	Small Ferry Project	To assist DRD (and through them RoI and Scottish Executive) to replace the ageing inter island ferries through a PPP arrangement.	March 2010	To develop a procurement strategy for the three authorities.  To recruit an advisory team and have it working effectively.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Environment	Waste Management	To provide a Technical Director to support arc21.	May/July 2009  March 2010	To manage the procurement to the point where the project is ready to issue an invitation to submit detailed proposals.  To mitigate risks to the project in ways that avoid its collapse (due to issues such as land availability, funding climate, democratic processes) and be in position to prepare the invitation to submit final tenders.
Environment	Waste Management	To support the Waste Management programme through the provision of an effective PDSU.	March 2010	To fund 50% of the running costs and any supporting consultancy work for the PDSU in accordance with the agreement between SIB and DoE. This will support the waste management groups through the procurement phases to be run through 09-10



Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Environment	DVA	Support the DVA in improving its service delivery model.	March 2010	To have supported the DVA deliver its vehicle and driving test business objectives
Environment	Greater Clarendon (Sailortown) Master Plan	Support DSD in the completion of the master plan	August 2009 March 2010	Development of a delivery model for implementing agreed master plan recommendations Completion of a master plan
Environment	PLACE	Support projects to ensure the quality of the built environment across NI	March 2010	To complete the sponsorship of PLACE

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Maze Long Kesh	To provide a Programme Director, managing delivery of regeneration strategy on behalf of OFMDFM	June 2009  February 2010	Establish implementation plan for development, land assembly and private sector partnership (subject to Executive decision on current proposals and procurement)  Complete site clearance and remediation works
Social	Connswater Community Greenway	To act as a Member of the Project Board, providing support to on Programme Manager on delivery of capital works	September 2009	Complete procurement of design and build contractor

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Portrush Regeneration Strategy	To support Coleraine Council in the delivery of a regeneration strategy for West Bay, Portush.	June 2009 October 2009	Complete scoping study of development potential Support Coleraine Council in establishing local regeneration vehicle
Social	Albert Basin Newry	To support Newry City Council in the delivery of regeneration of Albert Basin site	May 2009	To complete exploratory discussions with potential private sector partners.
Social	Social Housing	To support DSD in the completion and implementation of recommendations from the NIHE Stock Condition Survey	September 2009 March 2010	To complete the NIHE Stock Condition Survey To agree the implementation of Stock Condition Survey recommendations with DSD

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	CART	To implement the agreed recommendations of the CRT Review undertaken by Ed Vernon	<p>March 2010</p> <p>March 2010</p>	<p>To have implemented and resourced the governance structures required to deliver the agreed recommendations of the CRT review.</p> <p>To have progressed all projects necessary to achieve the agreed recommendations of the CRT Review</p>

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Regeneration	<p>To develop the social pillar of the Investment Strategy through:</p> <p>Providing advice and develop positive working relations with the 5 Belfast Area Partnerships.</p> <p>Working with Business in the Community to broker positive opportunities for business partnership within communities.</p> <p>Advising on Stakeholder/Community Engagement.</p>	March 2010	<p>To develop and disseminate a toolkit that sets out social and economic outcomes (social clauses) for major infrastructure projects with a specific emphasis on employability contracts.</p> <p>To work with Crusaders Football Club to develop a plan for a Sports Village on a key regeneration site.</p> <p>To provide Project Management for the development of the Conflict Transformation Centre at the MLK site.</p>

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Omagh Military Sites – Development of a Shared Educational Campus	Working with DE and DSD towards a full regeneration of the Lisanelly and St Lucia military sites. To include a post-primary shared educational campus on the Lisanelly Site. Assisting the Departments in taking forward a programme of public engagement, design, market soundings and associated technical work.	March 2010	To have tendered necessary work and substantively completed this phase of the programme, ready for purchase of the site and procurement.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Regeneration of Clondermott former school site - Derry~ Londonderry	Supporting DSD in the regeneration of the former school site to include business units, new campus of the North West Regional College and some housing.	March 2010	To have completed Outline Business Case (2) and initiated the procurement process for the development of the site.

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Social	Regeneration in Derry~ Londonderry and the surrounding area.	To have supported DSD, OFMDFM and Ilex in taking forward a range of regeneration initiatives in Derry~Londonderry. Will include initiatives in the surrounding area (e.g. Derg, Strabane) where marginalisation and a high level of social deprivation has been/is being experienced.	March 2010	To have provided support for DSD, OFMDFM and Ilex in line with their requirements.  (Support function to be reviewed on the substantive appointment of a new Chief Executive to Ilex.)



Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Health	Emergency Services Investment Programme	Support the DHSSPS, Fire and Rescue, and the Ambulance services in the delivery of infrastructure to meet their needs.	March 2010	Following approval of OBC1, commence the design process and the compilation of the OBC2
Health	Energy	Support DHSSPS in developing an energy supply feasibility study	September 2009	To have completed an energy model.
Health	Downshire Site Redevelopment	Support the South Eastern Health and Social Care trust in the continued development of the Downshire site	March 2010	To complete a refresh of the project evaluation
Health	RISE	Support the development of a RISE feasibility study	June 2009	To have completed the feasibility study

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
Health	Design, Build and Maintain Standard Contract	Support DHSSPS develop a new procurement model for hospitals	July 2009	To have completed a draft DBM Model document.
NIO	Male Prison Programme	Provide strategic support and direction to the re-development of the Magilligan prison. Member of the Programme Board.	March 2010	To have: Selected the design team Compiled the exemplar design Compiled the business case
NIO	Female Prison	Provide strategic support and direction for this project.	March 2010	Upon approval of the Strategic Outline Case, to have developed an Outline Business Case

Pillar	Project	Activities	Date of Completion for Objective(s)	Objective
NIO	Desertcreat College	Providing strategic and programme support, with a dedicated Programme Manager, in managing the entire programme.	March 2010	To complete the exemplar design To complete the Joint Outline Business Case
NIO	Forensic Science	Provide strategic support and direction to the NIO and FSNI in the delivery of a new Lab.	March 2010	To finalise the independent review of the outline design specifications To finalise the Business Case, obtain approval and funding. Upon approval, to commence the procurement process

## Appendix D: Objectives for the Central Assets Realisation Team (CART)

Activities	Date of Completion for Objective(s)	Objective
To implement the agreed recommendations of the CRT Review undertaken by Ed Vernon	<p>March 2010</p> <p>March 2010</p>	<p>To have implemented and resourced the governance structures required to deliver the agreed recommendations of the CRT review.</p> <p>To have progressed all projects necessary to achieve the agreed recommendations of the CRT Review</p>

## 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 Fol 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 Fol 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 10%.</p> <p>T2 To have agreed SIB Corporate Plan for 20010/11 -2012/2013 and Business Plan for 20010/11 with OFMDFM by March 31 2010.</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 2009.</p> <p>T5.2 To have implemented the corporate training and development plan by March 31 2010.</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

[To be Appointed]	Chairman	
David Dobbin	Non-Executive Director	(since October 2005)
[To be Appointed]	Non-Executive Director	
David Gavaghan	Chief Executive	(since July 2004)
Brett Hannam	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

Des Bonner (des) #  
Scott Wilson

## Networks

Ciaran de Burca  
Martin Darcy (0.2) \*

## Skills

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

## Health

Leo McKenna  
David Gilmour

## Social

Mary KcKee (0.8)

## Environment

John Green  
Martin Darcy (0.3) \*

## Productive

Michael Donnelly  
Bryan Gregory  
Kyle Alexander  
Denis McMahan  
Linda McKee ▶  
Kenny Knox ▶

## NIO Projects

Colin McCrossan  
Pat O'Neill (0.5)

Brett Hannam  
Chief Operating Officer

Karen Steele  
Finance Manager

Elaine Forbes  
Information Manager

Julie Monahan  
HR Manager (0.5)

Stephen Jamison  
Assistant Accountant

Joanne Donnelly  
Finance Assistant

Alena Orr  
PA to Chief Executive

Post Vacant ▶  
Research Assistant

Gregor Hamilton  
Legal Director

## Staff Funded by Departments #

Noel Scott  
Waste PDSU Planning Officer

Ann Boal  
Waste PDSU Admin Officer

Patricia Mallen  
Waste PDSU Financial Controller

Jonathon Gray  
Project Manager - Waste Management

NIO Projects	FTEs	Core SIB	Secondees #	CART #	Other #	Total	
Colin McCrossan	Chief Executive	1.0	0.0	0.0	0.0	1.0	3%
Pat O'Neill (0.5)	COO & Legal Director	2.0	0.0	0.0	0.0	2.0	6%
	Advisors	16.0	0.0	1.0	2.0	19.0	57%
	Assistant Advisors	0.0	2.0	0.0	0.0	2.0	6%
	Operations Staff	5.5	1.0	0.0	3.0	9.5	28%
	<b>Total:</b>	<b>24.5</b>	<b>3.0</b>	<b>1.0</b>	<b>5.0</b>	<b>33.5</b>	

\* : Contractor

▶ : Secondee

# : Do not count against headcount limits

## Appendix H: Glossary of Acronyms

AFBI	Agri-food and Biosciences Institute
AMP	Asset Management Plan
AWC	Advanced Works Contract
BAFO	Best and Final Offer
BELB	Belfast Education and Library Board
BIFHE	Belfast Institute of Further and Higher Education
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
PDSU	Programme Delivery Support Unit
PPP	Public-Private Partnership
PUK	Partnerships UK
QA	Quality Assurance
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