



CORPORATE PLAN 2012–2015 & BUSINESS PLAN 2012/13

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SIB CORPORATE PLAN 2012–2015

Introduction

1. Strategic Investment Board Limited (SIB) has prepared this Corporate Plan in order to set out its medium term objectives and the corporate strategy it will follow to achieve them. The annual Business Plan expands on the Corporate Plan by describing in detail SIB's targets, the resources we will deploy and the activities we will undertake in 2012-13.
2. The Asset Management Unit (AMU), which is located within SIB, has produced a separate plan for its work in 2012/13 that will be submitted for approval by the Executive Committee of the Northern Ireland Assembly. This complements, and is entirely consistent with, SIB's Corporate and Business plans. A copy is attached at Appendix A.

Background

SIB

3. The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003 established SIB in April 2003. The terms of this legislation created the mechanisms and structures required to enable ministers to coordinate work across departments to deliver the new schools, hospitals, roads and other civic infrastructure the region requires for the 21st century.
4. SIB is a company limited by guarantee. It is owned by the Office of the First Minister and deputy First Minister (OFMDFM) and financed from within its departmental expenditure limit. The Board of SIB is accountable, through its Chair, to the First and deputy First Ministers.

Roles & Responsibilities

5. SIB supports the Executive's departments and agencies to help them achieve the delivery of major investment programmes and projects at lower cost, with reduced risk and faster than would otherwise be the case. In parallel, SIB works with the private sector to stimulate market interest and ensure that companies have the information they need about government's investment plans. SIB seeks to develop

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

6. SIB has four 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 Executive's priorities, as determined by Ministers. The latest update to the strategy, was issued for consultation in November 2011 and the resultant revised draft is currently being considered by the Executive.
7. Secondly, SIB assists the public sector to deliver investment programmes and projects. SIB's role is to work in partnership with government departments to accelerate delivery timetables and obtain better value for the taxpayer. In practice, this means that SIB provides staff to fill key project management and advisory roles. SIB staff are recruited because of the specialist skills, knowledge and experience that they bring to the particular projects on which they are deployed.
8. Thirdly, SIB contains the Asset Management Unit (AMU). In 2011 the Executive authorised the establishment of this unit within SIB and tasked it with the realisation of £100m from surplus assets during the period 2011-2015. The AMU also maintains the ePIMS public sector asset database, assists Departments develop effective asset management plans and is developing a strategy for the effective and efficient management of public sector property assets.
9. Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery; by developing specialist skills and capabilities and by carrying out relevant research and analysis. In this role it carries out a variety of short-term tasks and assignments, including project triage, at the invitation of its customers.

Corporate Plan Format

10. The Corporate Plan comprises two elements:

Section 1 describes the context within which SIB operates. It begins with a review of the organisation's work in 2011/12 and shows how this supported the achievement of the Executive's objectives. This section also documents those factors that SIB takes into account when determining how it can best reach its own goals and the meet the needs of its customers. Finally, it sets out those considerations and circumstances that may significantly affect the execution of the plan, including an assessment of key risks, and explains the policy context within which the company intends to operate.

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

Section 1: The Business Planning Context

Review of 2011/12

11. During 2011/12 SIB continued to provide advice to Ministers and Departments in relation to the articulation and delivery of its major investment programmes. SIB has provided assistance (including research, consultancy, project management and other services) to all government Departments and a range of other customers¹ including agencies, NDPBs and councils.
12. In 2011/12 SIB made a significant contribution to the success of its customers in the following areas:
 - the completion and publication for consultation of the Executive's Investment Strategy;
 - the entry into service of Belfast Metropolitan College, the MAC and Titanic Belfast
 - progress on the Lisanelly, Desertcreat, Rapid Transit, Waste Management, TQSP, e-Cars, Colin Regeneration and ESA Implementation programmes, where SIB provides the project directors;
 - the operation of the Maze/Long Kesh (MLK) Programme Delivery Unit (including development of a successful bid for €20m of European funding, the conclusion of heads of agreement for the move of the RUAS to the site and its preparations for the establishment of the MLK Development Corporation);
 - progress with the delivery of over 40 other projects across the pillars of the investment strategy; and
 - the achievement the Executive's targets for the realisation of capital from surplus assets and the population of the ePIMS asset management database.

¹ The term 'customer' is used here to define those individuals and organisations that SIB supports. Although these are primarily ministers and government departments, the use of the term encompasses Agencies, NDPBs, councils and (where requested by Departments) third sector organisations.

13. A more extensive account of the work of SIB during 2011/12 is set out in Appendix B.

Implementation of the Investment Strategy

14. The implementation of SIB's Corporate and Business Plans directly supports the achievement of the objectives of the Programme for Government by helping Departments deliver the investment programmes that Ministers have envisioned, defined and prioritised.
15. At the time of writing it is currently expected that around £1.353bn will have been invested during the year to end-March 2012. Details of the individual programmes and projects delivered under the Investment Strategy in 2011/12 are contained in Appendix C.

Assumptions, Constraints and Dependencies

16. SIB's Board is responsible for determining the operating strategy of the company, in accordance with the expectations of the First and deputy First Ministers and taking account of the constraints and dependencies described below. SIB's plans are also predicated on a set of assumptions, some of which have yet to be verified and thus constitute additional risks. The Board and management team will monitor these factors and, where necessary, will adapt SIB's plans accordingly.
17. The new Programme for Government, published in March 2012, sets out new and amended policy priorities and goals for the remainder of the period of this Assembly. SIB's work will be focused on supporting the delivery of these objectives. Of the seventy-six targets documented in the Programme for Government, SIB is currently assisting in the delivery of fourteen (18%). These are listed at paragraph 40 below.
18. Ministers determine the resources made available to SIB and the level of such resources has a determinant influence on the capability of the company to meet the needs of its customers. OFMDFM has allocated SIB resources for the period 2012-14 in the context of extremely constrained government spending. As a consequence SIB's budget for the year covered by the business plan will be some 30% lower than in 2010/11.
19. The implementation of SIB's plans require the recruitment and retention of high calibre staff with the knowledge, skills and experience necessary to meet the needs

of our customers. SIB staff cannot, however, operate effectively except as part of appropriately staffed and resourced teams provided by its customers.

20. The ability of the Asset Management Unit (AMU) to dispose of surplus assets is directly influenced by prevailing market conditions. The possible impact of continuing weak demand for surplus assets is discussed in the section 'Risks' below.

Policy Considerations

21. SIB operates in ways consistent with a set of policies that have been defined by the Board and agreed with our shareholder. These are documented and published on our web site. They are also consistent with the principles set out in the Programme for Government². The implementation of these policies mean that:

- SIB will continue to act in accordance with the 'Section 75' equality legislation. Over the course of this plan we will meet all our obligations under these regulations and will be guided by the need to ensure that equality of opportunity, fairness, inclusion and the promotion of good relations is embedded in our work;
- SIB will pursue sustainable policies and our advisers will ensure that the projects they support pay due regard to sustainability issues;
- SIB will contribute to the implementation of the government's social policies and support initiatives such as "Lifetime Opportunities". Through initiatives such as 'social clauses' and our work with procuring authorities we will help ensure that local businesses take advantage of the business opportunities arising from investment programmes;
- SIB recognises that there are disparities at sub-regional level in infrastructure provision. SIB will help reduce these in accordance with the priorities set out in the Programme for Government and the Economic Strategy; and
- SIB will meet its obligations under the Freedom of Information Act (2000) and will continue to publish as much information as possible about its activities as is consistent with the need for commercial confidentiality.

² Programme for Government, 2011-15, page 25.

Risks

22. This section examines the major risks arising from the environment in which SIB will operate and sets out SIB's response.
23. Although the overall level of capital investment has decreased, this has not led to a proportionate reduction in the demand for SIB support from Departments. On the contrary, demand has risen rapidly to the point where there is a severe risk that SIB will be unable to respond to all the requests for help that it receives. There is an associated risk that SIB may spread itself too thinly across too many projects and that as a result its effectiveness is diluted. SIB will continue to manage these risks by carefully prioritising its work and focusing support where it will have the greatest beneficial impact on the most important projects. SIB will also seek additional resources, where these are required to meet the needs of its customers.
24. The Executive has charged SIB and departments with attracting some £1bn of private investment in public infrastructure over the period covered by the ISNI. This is an exceptionally challenging target given the degree of uncertainty attaching to the private sector's appetite for such investments. These additional risks are also relevant:
- Pressures on the revenue budget may make this approach to financing projects unaffordable;
 - Expenditure rules, including those relating to the balance sheet treatment of revenue funded investment³, may make this approach unattractive;
 - Such an approach, even if possible, may fail to deliver value for money;
 - The region may struggle to compete with the rest of the world for the limited private capital available.
25. SIB has only a limited ability to mitigate these risks. However, it will continue to work with DFP, DFP, departments and the private sector to develop proposals that conform to Treasury requirements, offer value for money and are attractive to

³ Revenue Funded Investment (RFI) is a method of paying for infrastructure on a 'pay as you use' basis rather than the conventional 'pay as you build' model. PFI is an example of RFI.

potential investors. To do this SIB will develop its capacity and capability in the discipline of project finance.

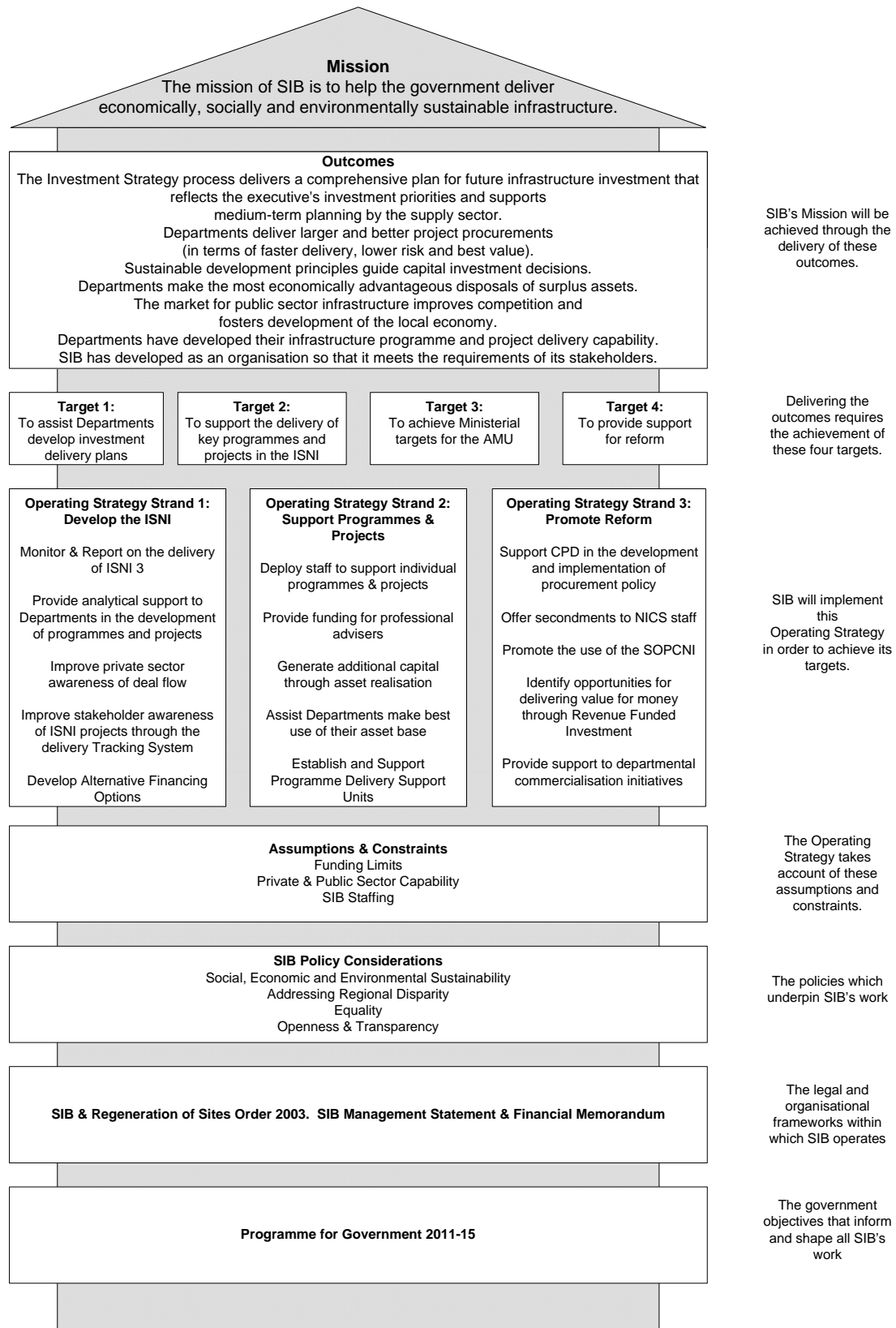
26. Last year SIB assessed that asset values were difficult to gauge in the absence of meaningful numbers of transactions. SIB predicted that prices were likely to fall as a result of governments' asset sales, the limited availability of investment capital and the high yields required by liquid investors. These predictions proved to be correct and the AMU's operating environment remains exceptionally challenging. The AMU's plans have been constructed in ways that seek to minimise the impact of these risks and their vulnerability to adverse changes in the economic context, however, there is still a risk that some £33m of the £100m target set by the Executive may not be reached. SIB will continue to work to develop the value of surplus assets in order to increase their attractiveness. It will also seek alternative, socially valuable, uses for assets that are surplus but cannot be sold in current conditions.
27. The risk that SIB will be unable to attract and retain staff with the required experience, skills and knowledge continues to be mitigated by current economic conditions. However, the organisation is vulnerable to improvements in these conditions and to staff aspirations to develop their careers after a period in the same position. There are now more than twenty important programmes and projects, the success of which would be imperilled by the loss of key SIB staff. The Board will continue to monitor this position and will, as far as is possible within current pay policy, take the actions necessary to reduce the risk.

Sensitivities & Scenarios

28. The base scenario for the corporate plan is sensitive to the following assumptions:
- Capital investment will be as defined in the 2011 Executive Budget and departmental spending plans;
 - Ministers will wish to prioritise revenue funded investment over other spending;
 - SIB's budget will be as set out in OFMDFM's 2011 budget;
 - SIB will be able to recruit and retain the staff it requires to achieve its objectives;
 - The public sector will have the staff resources needed to deliver its capital spending plans;
 - The private sector will be prepared to invest capital in assets and the delivery of public services where it can obtain a reasonable return.
29. Alternative scenarios depict the impact of changes to the characteristics set out above. The scenarios are:
- a. the pace of investment is further slowed in response to falling government revenues;
 - b. the resources available to SIB are further reduced;
 - c. SIB is unable to recruit and/or retain the staff it needs to achieve its objectives;
 - d. The public sector's capability to deliver infrastructure projects is eroded;
 - e. the private sector's appetite for involvement in, and funding of, the delivery of public services through partnerships declines.
30. The response to scenario (a) would be to focus on maximising the value of those projects that do proceed. The analytical work of the ISNI team will be particularly important as Ministers' requirements for independent and objective advice on the prioritisation of projects become more pressing.

31. If SIB's resources are further reduced (scenarios b and c) then it will either seek support from its sponsor department or from customers through some form of recharging. If necessary, it will reprioritise its effort in line with its reduced capabilities.
32. Should departments be unable to provide the resources required to deliver projects, (scenario d), SIB will – where possible – attempt to assist through its own resources. However, this will require the re-prioritisation of other work and will only be possible in very limited circumstances and for the most important work.
33. SIB's response to a withdrawal of private sector finance for infrastructure projects (scenario (e)) 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.
34. It is clear that the impact of the recession and associated spending cuts 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 their needs.

Section 2: Corporate Strategy



SIB's Corporate Strategy

Mission

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

Strategic Priorities

36. SIB derives its strategic priorities from the targets set by Ministers in the Programme for Government⁴. These are:

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

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

38. The priority issues SIB will address are:

- the statutory requirement for SIB to advise the Executive in relation to the formulation and implementation of its programme of major investment projects;
- the need to deliver those projects to the required quality, on time and within budget;
- the need to obtain value for money for infrastructure investment (including the delivery of social value through sustainable procurements and use of assets);
- the need to make best use of existing assets and dispose of those that are surplus to requirements;

⁴ Programme for Government 2011-15, p29.

⁵ Programme for Government 2011-15, p30.

- 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.

SIB Medium Term Objectives, Outcomes and Targets

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

- to keep the Investment Strategy under review in the light of changing circumstances;
- to support departmental investment planning through the provision of analytical support and advice, including advice on project finance;
- 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 investment timetable without compromising value for money;
- to meet Ministers' targets for the realisation of surplus assets;
- to support departments and other public bodies in the efficient and effective management of their estate;
- to identify socially valuable uses for surplus assets that cannot for the present be sold or otherwise exploited;
- to support departments in the development of strategies for the commercial exploitation of their assets;
- to foster and promote reform both in the delivery of major public sector infrastructure and as a pre-requisite for such investment;

- to work with relevant bodies and departments to ensure that 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; and
 - to develop the organisation and the individuals within the organisation.
40. By achieving these objectives SIB will contribute to the delivery of the following objectives set out in the Programme for Government:
- *“to include Social Clauses in all public procurement contracts for supplies, services and construction;*
 - *to develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby;*
 - *to make the Education and Skills Authority operational in 2013;*
 - *to reduce the environmental impacts from the waste we generate;*
 - *to host the World Police and Fire Games in 2013;*
 - *to develop Maze/Long Kesh as a regeneration site of regional significance;*
 - *to develop the ‘One Plan’ for the regeneration of Derry/Londonderry, to provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013;*
 - *to provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund;*
 - *to substantially complete the construction of the new Police, Prison and Fire Training College;*
 - *to reform and modernise the Prison Service;*
 - *to progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5%;*
 - *to invest over £500 million to promote more sustainable modes of travel;*
 - *to significantly progress work on the plan for the Lisanelly Shared Education campus as a key regeneration project.”*

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

- SIB has delivered strategic infrastructure planning models in key sectors, which are helping our clients to plan and deliver more economically and operationally sustainable infrastructure to meet contemporary and future needs across the region;
- SIB has helped Departments deliver larger and better project procurements (in terms of faster delivery, lower risk and best value) than would otherwise have been possible;
- SIB has met Ministers' targets for the use of Revenue Funded Investment;
- SIB has met Ministers' targets for the generation of additional capital through asset realisation;
- SIB has helped Departments develop and implement estate management strategies;
- 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 develop their infrastructure programme and project delivery capability so that projects and programmes can be delivered efficiently, effectively and with a reduced need for ongoing SIB support;
- SIB has provided detailed information to its stakeholders on progress with the implementation of the Investment Strategy; and

- SIB has developed as an organisation so that – insofar as this is possible within budget constraints - it meets the requirements of its stakeholders: Ministers, local representatives, the Departments, its shareholder (OFMDFM), private sector bidders, its staff and the public.
42. SIB operates within a performance management framework that is consistent with the FABRIC⁶: approach to performance information. The key performance targets linked to its medium-term objectives are:
- to support departments develop Investment Delivery Plans;
 - to meet Ministers’ targets for the generation of additional capital through asset realisation and assist departments make best use of their asset base;
 - to support Departments deliver investment programmes and projects; and
 - to provide support for reform in ways agreed with OFMDFM and set out in SIB’s annual business plan.

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

Operating Strategy

43. SIB's operating strategy describes its high-level approach to delivering its objectives and outcomes. The Company's concept of operations is to deploy resources:
- to assist departments compile deliverable, cost-effective investment delivery plans that will achieve Ministers' policy objectives;
 - in support of projects and the development of public sector delivery capabilities;
 - to improve the public sector's management of its estate and realise surplus assets; and
 - to encourage a well-informed market capable of delivering projects at competitive prices.
44. SIB will, at all times, ensure that its work is aligned to the requirements and priorities of the Executive as expressed in the Programme for Government.

Investment Strategy

45. SIB will, with our colleagues in DFP and OFMDFM, monitor and, where necessary, update the Investment Strategy. We will recommend amendments to the strategic investment profile where our research indicates these are necessary to ensure that the Executive achieves the maximum return from the available capital.
46. SIB will review the processes used to produce ISNI3. It will apply the lessons learnt from this assessment to the production of future investment strategies.
47. SIB will work closely with departments in the preliminary strategic thinking that precedes the identification of infrastructure projects. We will use our over-arching view of investment plans to promote greater cross-cutting cooperation in the design of programmes.
48. SIB will develop and roll-out strategic infrastructure planning models (SIPMs) for major service areas, in line with the Executive's commitment in the Investment Strategy. These models will provide Departments with an advanced simulation capability to identify the interdependencies between infrastructure configurations, demand patterns, service quality and delivery cost efficiency. SIPMs will help departments to plan the 'right facilities in the right place' to meet Ministers' policy

objectives in ways that minimise costs and protect frontline services to the public. These models will build on those already constructed to support Further Education, schools, policing and libraries

49. SIB will continue to develop its capability to provide Ministers with advice on infrastructure, and infrastructure-related, problems and opportunities. In particular, it will seek to identify the structural obstacles to the effective delivery of infrastructure; ways in which infrastructure can better support economic development and the nature of, and possible solutions to, the region's 'infrastructure deficit'.

Programmes and Projects

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, where appropriate, express these in formal Operational Partnership Agreements. Where this will accelerate delivery and reduce risk, we will use our enabling budget to fund or part-fund expert professional services employed by departments.
51. 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.
52. The company will continue to focus its effort on those programmes and projects that are difficult, complex, and have a significant requirement for the additional skills and experience brought by SIB staff.
53. 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 requirements are complex.
54. '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;
55. At a time when we must prioritise carefully, we intend to concentrate on those areas where our impact will be most beneficial. SIB will, however, keep under review those areas that do not currently have such characteristics and which do not therefore require its involvement.
56. The fact that a project expects to use PFI/PPP will not, of itself, mean that SIB should automatically support it.
57. 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, Departmental and Council requests for assistance.
58. 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 its customers find particularly useful.

Reform

59. We are aware that a number of new revenue-funded models are emerging elsewhere and will continue to assess whether there are opportunities to apply these in the region.
60. SIB will identify opportunities for the use of revenue-funded investment where this offers value for money. SIB will support Departments in the development and implementation of revenue-funded investment programmes.
61. 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 continue to offer secondment opportunities to staff from other public bodies.
62. In accordance with ministerial policy we will work to reduce the reliance of public sector infrastructure delivery managers on external consultants. We will reduce our expenditure on consultancy and build our own 'in house' capability. We will

increase our use of short-term staff contracts linked to the delivery of particular projects or elements of projects. Our annual business plans will aggregate demand for professional services across projects and programmes and, where this delivers best value, we will seek to meet this demand through the recruitment and employment of additional staff in preference to external consultants.

63. SIB will review the operation of the Associate Advisor pilot project that operated in 2011/12. Should the scheme be shown to have delivered better value for money and a more effective service to our customers we will consider its extension.
64. We will review our recruitment processes in order to provide assurance that the organisation is correctly identifying the most suitable applicants for posts within the organisation and elsewhere.
65. SIB will work closely with the Procurement Board and 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. We will work to reduce bid costs for the private sector by ensuring procurements are managed efficiently.
66. In line with national policy, SIB will review operational PPP contracts to determine whether there is any scope in them to reduce costs and drive out further efficiencies.
67. The Company will continue to support public sector commercialisation by providing expert advice to those embarking on such activities.
68. SIB acts as a bridge between the public and the third 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 the region as a place to do business. We will continue to develop links with the third sector and promote its greater understanding of the role of infrastructure and the potential to assist its work. We will seek to improve and inform public understanding and political debate on infrastructure issues. We will achieve this through a marketing mix that includes sponsored conferences and seminars, workshops, sector briefings, personal meetings, magazine and newspaper articles, the SIB web site and media interviews.

69. The company will continued to develop the Investment Strategy Delivery Tracking System, a web-enabled database that provides detailed information on projects and programmes. We will continue to monitor the success of this system in meeting the different needs of our stakeholders. In particular, we will take account of the requirements of Assembly Members and Committees who receive monthly reports generated by the system.
70. 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.

Organisational Development

71. 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.
72. 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.
73. 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. We will implement our Equality Scheme and thereafter raise awareness of it, monitor its implementation and communicate its content both internally and externally.
74. The Board will implement the new version of the organisation's Management Statement and Financial Memorandum (MSFM). SIB will work with the shareholder to implement any necessary changes to the way it operates 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).

Forecast of Expenditure & Income

75. OFMDFM funds SIB by means of grant-in-aid. Ministers and OFMDFM agree the budget prior to the commencement of the financial year to which it relates. SIB's budget is allocated across two main budget areas:

- The enabling budget, which is used to pay for external expertise required in connection with infrastructure projects. We will normally seek to share those costs with a department on a 50:50 or similar basis, but we have the authority to commission professional services 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 95% of SIB's employment costs are incurred directly supporting projects and programmes.

76. The table below shows SIB's budget for the period 2010-15. These figures are subject to confirmation and revision by OFMDFM.

	<i>Past Years</i>		<i>Current Year</i>	<i>Future Years</i>	
	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Enabling Budget:	4,913	3,077	2,576	2,358	2,976
Operational Budget:	3,648	3,462	3,842	3,938	3,198
Baseline:	8,561	6,539	6,418	6,296	6,174

All figures in £000.

SIB Budget 2010/15

SIB BUSINESS PLAN 2012–13

Introduction

1. This Business Plan defines the business targets of Strategic Investment Board Limited (SIB) for 2012/13. The Business Plan is derived from the three-year Corporate Plan, which sets out SIB's medium term objectives and high-level corporate strategy. Taken together these documents describe the outcomes and the outputs we will deliver using the resources we have been allocated.

The Board

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

The Organisation

4. The Interim Chief Executive directs the work of SIB and manages its day-to-day support operations. An organisation chart, showing the structure of the company and a breakdown of staff currently in post can be found at Appendix F.

Objectives & Targets

5. SIB is focused on delivery. Its key targets for 2012/13 are set out in Appendix D. These focus on the most significant projects SIB supports (see section of prioritisation below) and have been developed in consultation with the relevant departments.
6. In addition to the targets documented in this plan, the Chief Operating Officer also monitors a range of internal performance indicators and reports on these to the Board quarterly.
7. All staff agree individual performance targets with their line managers and progress against their achievement is assessed both informally and at formal review meetings.

Prioritisation

8. The budgetary pressures SIB faces mean that it must prioritise its work carefully. Having considered the direction provided by Ministers and officials in OFMDFM and taken into account the Executive's priorities as set out in the Programme for Government, SIB has classified the programmes and projects it supports as follows:
 - a. First Order Priorities: those projects which have a regional significance and where SIB's involvement is critical to their success.
 - b. Second Order Priorities: those projects which have a significant local impact and where SIB makes a substantial contribution to the success of the project.
 - c. Third Order Priorities: projects that, though worthwhile, do not fall into either of the other two categories. SIB support will be provided to these projects when resources permit.

A list of projects that SIB plans to support in 2012-13 is attached at Appendix G.

Budget 2012/13

9. The 2012/13 budget provision comprises:

Enabling Budget:	£ 2,576
Operating Budget:	£3,842
Total:	£6,418

10. In line with Ministerial policy, SIB seeks to reduce its use of external consultants, primarily through the employment of temporary staff to fulfil specific, time-limited roles for which they have the requisite specialist skills, knowledge and experience. The implementation of this strategy will lead to an increase in staff numbers and a concomitant reduction in the Enabling Budget.
11. The projected allocation of the enabling budget to projects is set out in the table below.

Major Programmes & Projects		
Lisanelly	240	9%
Waste Programme	271	11%
3PD Primary Care	165	6%
Desertcreat	100	4%
Transport Hub	100	4%
MLK	102	4%
Asset Management & Commercialisation		
Commercialisation	250	10%
AMU	190	7%
Regeneration		
Titanic Area	230	9%
Other Regeneration Projects	108	4%
Colin Regeneration	207	8%
Strategic Advice		
DVA	100	4%
Further Education Analysis	19	1%
Other		
ISNI	372	14%
PSNI Projects	72	3%
Erne Campus	50	2%
Total	2,576	

*SIB – Allocation of Enabling Budget to Projects 2012/13
(Figures in £000s inc VAT)*

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

Employment Costs	2,933
Office Accommodation	200
Fees for Civil Service Seconded Staff	145
Other Employee Related Costs	131
Director Costs	76
Travel, Accommodation & Subsistence	75
NIAO, Internal Audit & Consultancy Costs	68
Training	48
Recruitment	45
IT Costs	43
Miscellaneous Operational Costs	18
Mobile Phones & Postage / Phones / Courier	18
Communications	12
Computer Software & Hardware	6
Hospitality	6
Equality Support	6
Conferences	6
Stationery	6

Total: 3,842

SIB – Breakdown of Operating Costs

(Figures in £000s inc VAT)

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

<i>Programme/Project</i>	<i>Resources</i>
Asset Management Unit	4
Belfast Rapid Transit	1
Colin Regeneration Project	2
Commercialisation	1
Desertcreat Training College	2
DoJ/NIPS Estates Strategy	1
Education Area Planning	1
ESA Implementation	1
Investment Strategy & Research	3
Lisanelly Educational Campus	1
MLK Development Corporation	3
NIPS Change Programme	1
Primary Health Care Infrastructure Programme	1
Social Clauses Toolkit	2
Sports Stadiums Programme	1
Titanic Quarter Regeneration	1
Waste Programme	3

Appendix A: AMU Business Plan

[DN: TO BE INSERTED WHEN APPROVED BY EXECUTIVE]

Appendix B: Review of 2011/12

During 2011/12, SIB was responsible for:

- developing the 2011 update to the Executive's investment strategy;
- establishing of the Asset Management Unit and achieving the capital realisation targets agreed with Ministers for 2011/12;
- populating the e-PIMS asset management database;
- providing Project Directors for the:
 - Desertcreat Training College;
 - Lisanelly Educational Campus;
 - ESA Implementation Programme;
 - Regional Stadiums Programme
 - Downshire Site Redevelopment;
 - Belfast Rapid Transit Programme;
 - NIPS Change Programme;
 - Colin Glen Regeneration Project;
 - Plugged In Places (e-cars) Project;
 - Apprentice Boys of Derry Heritage Centre Project;
 - North West Regional Waste Management Procurement;
 - Arc21 Waste management procurement; and
 - The Maze Long Kesh (MLK) programme delivery unit (PDU).
- supporting OFMDFM by:
 - creating and staffing the MLK PDU that has been working on the regeneration of the site prior to the formal establishment of the MLK Development Corporation;
 - submitting a successful bid for €20m of SEUPB funds to support the establishment of a conflict transformation centre at Maze/Long Kesh;

- advising on the management and disposal of the strategic sites passed to the Executive under the terms of the Hillsborough Agreement;
- providing a range of support (including to MLK and the Social Investment Fund) through the Associate Advisers pilot scheme;
- assisting with the Crumlin Road Gaol project;
- assisting Ilex;
- supporting DE by:
 - providing a Strategic Advisor to support Area Planning;
 - providing the Implementation Director for the Education and Skills Authority (ESA);
 - providing a Programme Director for the Lisanelly Shared Educational Campus project.
- supporting DOE by:
 - continuing to support the Waste partnerships through the staffing of the Waste Programme Delivery Support Unit;
 - jointly employing hydrogeologists with the Environment Agency in order to reduce the costs of assessing decontamination requirements for the strategic and other sites; and
 - assisting DVA in the review of the contract for the operation of MOT centres.
- Supporting DRD by:
 - providing a Director of Projects who is managing the Belfast Rapid Transit Programme;
 - providing a project manager for the 'Plugged in Places' project;
 - advising on the options for progressing the A5/A8 projects;
- supporting DHSSPS through:
 - membership of the Health Infrastructure Board;

- designing a £300m programme of revenue funded investment in primary health care facilities;
 - assisting in the delivery of the new Enniskillen hospital;
- assisting the Department of Justice by
 - providing a Director for the Northern Ireland Prison Service (NIPS) strategic change programme; and
 - providing an advisor to devise and implement the NIPS estates strategy.
- supporting DCAL by
 - providing a Programme Director for the Regional Stadiums Programme;
 - providing a Programme Manager for the World Police and Fire Games;
 - providing legal advice on the Libraries NI IT project;
 - providing Libraries NI with analytical support for their strategic review of library locations;
 - completing a commercial review of the Odyssey Trust Company; and
 - helping to develop its commercialisation strategy.
- supporting DSD by
 - advising on the Social Housing Development Programme and the development of new financial models;
 - devising a sustainable framework for the development of the Colin Centre and by providing a Programme Director;
 - supporting the Belfast Partnership Boards.
- supporting DARD by
 - assisting Forest Service develop a business case for the exploitation of commercial opportunities; and
 - assisting the Agri-food and Biosciences Institute (AFBI) to develop and implement a commercialisation strategy.

- supporting DETI by advising on the Science Centre Review;
- supporting DETI and DCAL by providing a Chief Executive for Titanic Foundation Ltd;
- supporting DEL by providing analytical support to the Regional Further Education Colleges;
- supporting London~Derry City Council and the North West through:
 - supporting the Culture Company in its business planning and communications work; and
 - providing a project manager for the Apprentice Boys of Derry (ABOD) Heritage Project;
 - obtaining Heritage Lottery Fund support for the ABOD project and
 - supporting Ilex in its bid for a 'Vital venue' to support the City Of Culture2013 programme.
- assisting the Police Service of Northern Ireland (PSNI) by:
 - developing a Police Operations Decision Support model; and
 - advising on the management of the 'Safety House' project.
- enhancing and promoting the Social Clauses Toolkit that will assist departments implement the Executive's procurement policies;
- supporting NITHCO in the development of proposals for the Belfast Transport Hub;
- supporting Belfast City Council in its work addressing the problems of the Holylands area;
- supporting the Southern Health and Social Care Trust and Banbridge District Council on the redevelopment of the Rathfriland site;
- supporting Fermanagh District Council in the development of a shared service facility on the Erne Hospital site at Enniskillen;
- supporting Invest Northern Ireland, the NI Assembly, OFMDFM and Derry City Council through the provision of recruitment advice;

- supporting Ilex and the Culture Company through the provision of strategic communications advice.

Appendix C: Implementation of the Investment Strategy

Networks

It is expected that circa £175m will have been invested in roads in 2011/12. Schemes completed since January 2011 include the A2 Broadbridge to Derry~Londonderry (£45m) and DBFO Roads Package 2 (£350m). Roads Package 2 includes building the A1 Beech Hill to Cloghogue and A4 Dungannon to Ballygawley dual carriageway schemes, the provision of two flyovers and two underpasses on the A1 between Hillsborough and Loughbrickland and single carriageway realignments to the A4 at Annaghilla and A5 at Tullyvar.

In February 2012, the Executive announced a new funding and implementation plan for the A5/A8 road schemes (in light of the Irish Government's decision to materially revise its contribution to the scheme). The Executive will invest £330m to upgrade the A5 between New Buildings and Strabane and South of Omagh to Ballygawley; £57m for the A2 Greenisland road scheme; and £105m to take forward the A8 Belfast to Larne dual carriageway. Subject to the outcome of the public inquiry process, it is anticipated that A8 would commence construction in spring 2012 with the A5 following in autumn of 2012.

Approximately £110m has been invested in public transport. The procurement of the first phase of the Derry~Londonderry – Coleraine track renew (£24m) is due to complete in March 2012. Refurbishment of Antrim Railway Station (£2m) is now in delivery stage with completion expected in September 2013. Construction started on the New Train Care Maintenance & Stabling Facility (£16m) at Adelaide in March 2011 and is due to complete in June 2012. The first three of the 20 new Class 4000 (C4k) trains entered into passenger service in September 2011 on the Larne line. The remainder will be in passenger service during 2012. The platform extension programme to support the new rolling stock continues, due to complete in September 2012.

Skills

Seventeen schools are currently in the construction phase, with a value of approx £117m, including Whitehouse Primary School (Newtownabbey), Banbridge Academy, Magherafelt High School, Taughmonagh Primary School (Belfast), Scoil na Fuisoeige (Belfast), St Mary's Primary School (Newcastle), Bangor Grammar School and Strathearn Grammar School (Belfast), Lagan College (Belfast), and Torbank Special School (Dundonald).

It is expected that approximately £40m will have been invested in Higher and Further Education by the end of March 2012. In June 2011, the £18m North West Regional College Strand Road Campus opened. Construction of the new Belfast Metropolitan College (BMC) in Titanic Quarter was completed in August 2011, with the official opening in November 2011. The new facility at the Springvale/E3 campus of BMC is due to complete in March 2012. Refurbishment and renovation work has been completed on a number of libraries including the Falls, Shankill, Whiterock, and Carrickfergus. A major renovation of Dungannon library is underway.

Health

By the end of 2011-12 it is likely that over £200m will have been invested in Health measures. A wide range of projects were completed during the year, examples include:

- The Beechall and Shankill Health and Care Centres opened in 2011, providing a full range of services including nursing, social work, dentistry, speech and language therapy, podiatry and physiotherapy;
- The Musgrave Neurology Unit was completed in 2012. The facility, which has 23 beds, provides patients with a neurological condition with continuing care, respite and rehabilitation.
- Work is also well underway on other significant projects. Examples include:
- The South West Acute Hospital (£230m) which is nearing completion. It is scheduled to complete in June 2012 by which time the hospital will also become operational.
- Construction continues on the Royal Victoria Hospital Critical Care Building (£143m) which is due to complete in December 2012.

Others underway include: Ulster Hospital Phase B, Gransha Mental Health Crisis Unit (£9m), and enabling works at Omagh Local Hospital.

Social

More than £300m will have been invested in our social infrastructure in 2011/12.

It is expected that circa £50m will have been invested in Regeneration schemes and approximately £15m of capital invested in Culture, Arts and Leisure. Some of the key achievements during the year were:

- The opening of the Peace Bridge in Derry~Londonderry in June 2011 and Ebrington Square in February 2012. Together, the Peace Bridge and the Parade Ground are two new significant shared spaces in the city centre;
- The new Public Records Office was completed - it opened to the public in March 2011;
- Phase one of the Belfast Streets Ahead public realm improvement scheme was completed in September 2011, with £28m invested in improving the attractiveness, safety and access of 14 streets within Belfast City Centre;
- A major £5.3m restoration programme has recently been completed at the Crumlin Road Gaol;
- Construction work at the Metropolitan Arts Centre (MAC) in Belfast's Cathedral Quarter has been completed and the Centre is due to open in April 2012.

Environment

Investment in Water and Waste Water infrastructure continued in 2011-12 and it is likely that over £180m will have been invested by the end of the year.

A number of schemes reached completion during the year including:

- Upgrade of Magherafelt wastewater treatment works to ensure compliance with consent and cater for future development;
- Rationalisation of the catchments of Whitehead, Ballycarry and Ballystrudder with a single marine outfall to the Irish Sea;
- Trunk main to supply the daily demand for the Dungannon Resource Zone from Castor Bay WTW;
- Upgrade of Castlereagh WwTW.
- Work is ongoing on the waste management infrastructure programme. The three Waste Management Groups have advised that their scheduled dates for reaching contract award are between June and December 2012.

Productive

By the end of 2011-12 it is expected that circa £30m of Enterprise Support will have been offered to Invest NI clients. Since 2008, financial assistance offered by Invest NI along with

other forms of revenue assistance will have leveraged an estimated £2.4 billion in investment.

Tourism has been identified as one of our important growth areas and, in the last year, there has been continued support for the Tourism Signature Projects. The Titanic Signature Project is complete and will be opening on 31 March 2012, in time for the centenary of the Titanic's maiden voyage. The Giant's Causeway Visitors Centre will be opening in June 2012. A further £5m has been invested along the Causeway Coastal route to enhance visitor access, signage, public art and event space. Also the St Patrick Christian Heritage driving route has been completed with signs installed on the 92 mile trail.

Justice

Approval has been secured to build a joint services training college at Desertcreat near Cookstown to cater for the Police, Fire and Rescue and Prison services. The contract is expected to be awarded in 2013 with work commencing the same year and the college open two years later.

Appendix D: Key Objectives for 2012/13

Project	Desired Outcome(s)	Actions	Performance Targets
Asset Management Unit	<p>Delivery of £100m from asset realisations and other sources.</p> <p>Population of e-PIMS asset management database.</p> <p>Development of departmental strategic asset management plans.</p>	SIB will continue to staff and fund the AMU.	<p>To deliver the capital realisation target for 2012/13.</p> <p>To complete the first phase upload of property data from all departments onto ePIMS by 31/8/12.</p> <p>All Asset Management Plans to have departmental approval by 31/12/12.</p>
Belfast Rapid Transit	Delivery of Rapid Transit System to time and budget.	SIB will continue to provide a Project Director.	<p>To have gained approval for the OBC by 1/1/13.</p> <p>To have continued to deliver the project according to the schedule and budget set out in the project plan.</p>

Project	Desired Outcome(s)	Actions	Performance Targets
Colin Regeneration Project	Regeneration of Colin Town Centre.	<p>SIB will continue to provide the project with a Director and funding.</p> <p>SIB will employ a Commercial estate agent to assist in valuing third party land which must be acquired, to promote CTC to both national and multi-national retailers, to liaise between the public sector and private sector landowners. To employ an urban designer, architect and planner to continue to develop our master Plan as necessary in response to land acquisition success, end user and funder requirements.</p>	<p>To build a robust case that fits with the Peace Programme Priorities and meets the criteria for successful consideration under the Peace 4 Capital Projects scheme by 31/3/13.</p> <p>To coordinate an outreach media/marketing project for CTC which will ensure the maximum engagement and feedback from the local community but will also produce effective material which we can use to market CTC to retailers, end users, Ministers, Departments, potential funders & potential investors by 31/3/12.</p>
Commercialisation	Delivery of two commercialisation projects within DARD.	SIB will continue to provide funding and advice to departments undertaking commercialisation activities.	<p>To identify commercial opportunities from the Inland Fisheries Group by 31/3/13.</p> <p>To implement the Belfast Harbour: Concessions Report Recommendations by 31/3/13.</p>
Desertcreat Training College	Delivery of Desertcreat Training College on time and within budget.	SIB will continue to provide a Programme Director, procurement Manager and funding in support of this project.	To initiate and complete the tendering process for the appointment of a Main Contractor and to commence works on site by 31/3/13.

Project	Desired Outcome(s)	Actions	Performance Targets
DoJ/NIPS Estates Strategy	Delivery of the NIPS Estates Strategy on time and within budget.	SIB will continue to provide a Project Director in support of this work.	To deliver early milestones set out in the programme plans for the preparation of business cases for each of the capital projects by 1/1/13.
Education Area Planning	The development and implementation of a strategy of educational area planning.	SIB will continue to provide a Strategic Advisor in support of this work.	To have developed and gained stakeholder agreement to a strategy for Area Planning by 31/3/13.
ESA Implementation	Implementation of ESA on time and within budget.	SIB will continue to provide an Implementation Director for this project.	To have delivered the implementation of ESA in line with the milestones set out in the project plan.

Project	Desired Outcome(s)	Actions	Performance Targets
Investment Strategy	<p>The ongoing management of the ISNI Delivery Tracking System</p> <p>The amendment of the ISNI in line with changing priorities and circumstances.</p> <p>The development and application of new analytical tools and techniques to support infrastructure delivery.</p> <p>The analysis and application of alternative funding mechanisms for financing infrastructure.</p>	<p>SIB will continue to staff and fund the ISNI unit.</p> <p>SIB will continue to develop its capabilities and capacities in development of strategic planning models.</p>	<p>To have produced an Infrastructure audit "State of the Region" report by 31/3/13.</p> <p>To have developed proposals for a programme of alternatively financed programmes and projects by 31/3/13.</p> <p>To have produced a 'think tank' report on future trends affecting public services & delivery by 31/3/13.</p> <p>To have delivered another sectoral planning model by 31/3/13.</p>
Lisanelly Educational Campus	The delivery of the Lisanelly Shared Educational Campus on time and within budget.	SIB will continue to provide a Project Director in support of this work.	<p>By 31 October 2012 to have carried out additional design work to reflect the impact of DE's Area Planning Exercise.</p> <p>By 31 December 2012 to have MOAs developed that enable participating schools to sign firm commitments to relocate to Lisanelly.</p>
MLK Development Corporation	The establishment and successful operation of the MLK Development Corporation.	SIB will continue to staff the MLK PDU.	To have initiated implementation of the RUAS agreement and PbCRC project by 1/1/13.

Project	Desired Outcome(s)	Actions	Performance Targets
NIPS Change Programme	The successful implementation, on schedule and within budget, of the NIPS Strategic Change Programme.	SIB will provide NIPS with a Strategic Change Manager.	To have developed, and gained Ministerial support for, a Change Implementation Plan by 1/1/13.
Primary Health Care Infrastructure Programme	The successful implementation, on schedule and within budget, of the Primary Health Care Infrastructure Programme.	SIB will provide advice and funding for this programme.	To have completed, and gained approval for, the OBCs for the first two projects within the programme by 31/12/12.
Social Clauses Toolkit	The successful implementation, across all projects, of Social Clauses.	SIB will continue to provide advice to Departments in the implementation of social clauses.	To have included Social Clauses in the contracts for the Regional Sports Stadium programme. To have responded to all requests during the year for advice on the implementation of Social Clauses.
Sports Stadiums Programme	The successful implementation, on schedule and within budget, of the Regional Sports Stadiums Programme.	SIB will provide a Programme Director in support of this work.	To be delivering the Regional Sports Stadium programme in accordance with the project plan.
Titanic Quarter Regeneration	The successful regeneration of the area surrounding Titanic Belfast.	SIB will provide advice and funding for this programme.	To have completed the assessment of work required to regenerate the Heritage Assets.

Project	Desired Outcome(s)	Actions	Performance Targets
Waste Programme	The successful implementation, on schedule and within budget, of the Regional Strategic Waste Programme.	SIB will provide staff, advice and funding for this programme.	To deliver the Arc21 and NWRWVG projects in line with project plans.

Appendix E: Board Members

Dr. David Dobbin	Chairman (since November 2009) Non-executive Director (since October 2005)
Mr. Frank Hewitt	Non-Executive Director (since December 2010)
Ms. Geraldine McAteer	Non-Executive Director (since November 2009)
Mr. Bro McFerran	Non-Executive Director (since November 2009)
Mr. Denis Rooney	Non-Executive Director (since November 2009)
Mr Chris Thompson	Non-Executive Director (since December 2010)
Mr. Brett Hannam	Interim Chief Executive (since April 2010) Chief Operating Officer (since January 2006)

Appendix F: SIB Organisation Chart

SIB - MARCH 2012

Hannam, Brett Chief Operating Officer and interim CEO

Emmett, Wesley *# Strategic Recruitment Adviser

Hamilton, Gregor Legal Director

Kane, Fiona * Strategic Communications Adviser

Gray, Anna Associate Counsel

Programme Directors/Managers

Adam, Mark *# NIPS Strategic Change Director

Breen, Irene # E-Cars NI Project Manager

Burns, Brenda # Colin Reperation Project Manager

De Burca, Ciaran Rapid Transit Programme Director

Green, John ARC2I Project Manager

Grey, Jonathan # NWRWMG Project Manager

Jones, Hazel # Lisanelly Programme Director

McCroory, Conor # Desercreat Procurement Manager

McCrossan, Colin Desercreat Programme Director

McIlvar, James *# ABOD Heritage Centre Project Manager

Molloy, Noel # Regional Stadiums Programme Director

O'Neill, Pat ESA Implementation Director

Rossington, Geoff # NIPS Estates Strategy Implementation Manager

Strategic Advisers

Adamson, John *

Gilmour, David

Gregory, Bryan

Knox, Kenny

McKee, Mary

McKenna, Leo

Stockman, Denise*

Associate Advisers

Carins, Stuart *#

Gilchrist, James *#

Morrow, Stephanie *#

Stutt, Colin *#

Asset Management Unit

Wilson, Scott Head of AMU

Donnelly, Michael Finance Adviser

Fearon, Jacqueline Property Adviser

Moore, Jonathan # Property Adviser

Lynch, Eamonn #~ Planning Officer

O'Hanlon, Sarah # e-PIMS Support

Kernon, Paul # e-PIMS Support

ISNI & Analytical Support

Spollen, Martin ISNI Director

Gallagher, Johann* Policy Adviser

McMeekin, Patrick Economic Adviser

Finance, HR, IM and Administration

Mallon, Patricia* Finance Manager

Jamison, Stephen Assistant Accountant

Donnelly, Joanne Finance Assistant

Monahan, Julie * HR Manager

Pringle, Sam * Information Manager

Orr, Alena Senior Administrator/PA

MLK Programme Delivery Unit

Alexander, Kyle Programme Director

Farnsworth, Kerri # Development Director

Harrison, Julie # Stakeholder Engagement Adviser

Interns

Little, Charlene #

Kernohan, Aaron #

Waste Programme Delivery Unit

McVicker, Alan *# PDSU Director

Scott, Noel # Planning Officer

Smith, Mike # Commercial Contracts Adviser

Cunningham, Ciaran # Communications Manager

Cameron, Gilbert # Project Accountant

* : Part-Time Staff

: Temporary Staff

~ : Secondee from Civil Service

Appendix G: Supported Programmes & Projects

(Note: Projects are listed alphabetically within priorities.)

<i>Priority & Project</i>	<i>Type of SIB Support</i>
<i>First Order Priorities</i>	
Asset Management Unit	Programme Director, Staff & Funding
Belfast City Council Investment Programme	Advice
Belfast Rapid Transit	Programme Director
Colin Regeneration Project	Programme Director, Staff & Funding
Commercialisation	Advice & Funding
Desertcreat Training College	Programme Director & Funding
DoJ/NIPS Estates Strategy	Programme Director
Education Area Planning	Strategic Advisor
ESA Implementation	Programme Director
Ilex 'One Plan' Implementation	Advice
Investment Strategy	Programme Director, Staff & Funding
Lisanelly Educational Campus	Programme Director & Funding
MLK Development Corporation	Programme Director, Staff & Funding
NIPS Change Programme	Programme Director
Primary Health Care Infrastructure Programme	Advice & Funding
Social Clauses Toolkit	Advice
Sports Stadiums Programme	Programme Director
Titanic Quarter Regeneration	Advice & Funding
Waste Programme	Programme Directors, Staff & Funds

Second Order Priorities

A5, A6, A8 Roads	Advice
An Droichead	Advice
ABOD Heritage Centre	Programme Director
Armagh Educational Campus	Advice
Belfast Partnership Boards	Funding & Advice
Connswater Community Greenway	Advice
Council Regeneration Projects	Advice
DCAL/Odyssey Trust	Advice
DE/BELB/Belfast Libraries	Advice
Downpatrick Town Centre	Advice
DRD/DVA	Funding & Advice
DRD/E-Cars NI	Programme Director & Funding
DSD/NIHE Review	Advice
DSD/Templemore Avenue Regeneration	Funding & Advice
Erne Hospital Shared Services	Funding & Advice
Glen Road Regeneration	Advice
Sally Gardens Regeneration	Advice
Shatterzone Regeneration Project	Advice
South West Acute Hospital	Advice
St Comgall's	Advice
Streetscape	Advice

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
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
DoJ	Department of Justice
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
MLK	Maze/Long Kesh
NIAS	Northern Ireland Ambulance Service
NICS	Northern Ireland Civil Service
NIFRS	Northern Ireland Fire and Rescue Service
NIHE	Northern Ireland Housing Executive
NIPS	Northern Ireland Prison Service

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	Ordinance Survey Northern Ireland
PbCRC	Peace -building and Conflict Resolution Centre
PCCI	Primary Community Care Infrastructure
PDU	Programme Delivery Unit
PDSU	Programme Delivery Support Unit
PPP	Public-Private Partnership
PUK	Partnerships UK
QA	Quality Assurance
RFI	Revenue Funded Investment
RUAS	Royal Ulster Agricultural Society
R&D	Research and Development
SBC	Strategic Business Case
SCNI	Sports Council Northern Ireland
SEUPB	Special European Union Programmes Body
SIB	Strategic Investment Board Limited
SIP	Strategic Investment Plan
SIPM	Strategic Infrastructure Planning Model
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
WWTW	Waste Water Treatment Works