

## **Minutes of a Board Meeting of Strategic Investment Board Limited**

Held at 10.00am on Tuesday 12<sup>th</sup> January 2016 at  
Carleton House  
Gasworks Business Park  
1 Cromac Avenue  
Belfast

**Present:** Gerry McGinn (GMcG)(Chair)  
Frank Hewitt (FH)  
Marie Therese McGivern (MTM)  
Chris Thompson (CT)  
Duncan McCausland (DMcC)  
Danny McSorley (DMcS)  
Brett Hannam (BH)

**In attendance:** Gregor Hamilton (GH)  
Scott Wilson (SW)  
Martin Spollen (MS)  
Paul Priestly (PP)(Item 23 only)  
Patrick McMeekin (PMcM)(Item 23 only)  
Peter May (Item 34 only)

**Apologies:** Kathryn Thomson (KT)

### **Declarations of interest**

1. The usual declarations of interest were taken as read. In the light of the items potentially open for discussion, FH particularly noted his interest in NI Transport Holding Co and DMcS noted interest in DCAL Safety Technical Group for the Stadiums Programme.

### **Minutes of Previous Meeting**

2. The minutes of the December 2015 board meeting were approved subject to the correction of item 7 to insert “January” for “June”.

### **Chairman’s and Directors’ Business**

3. GMcG welcomed the return of DMcC and noted that DMcC would be taking over as chair of the Audit Committee from 1 July. GMcG would take on chair of the remuneration committee from the same date. DMcC would also join the Strategy Committee. BH would circulate a revised grid showing the composition of the various committees.

4. GMcG noted that the first terms of office of MTM, DMcC and himself were due to expire in September, and that it would be for OFMDFM to decide on their renewal. He noted that the second terms of CT and FH were due to expire in December, and that OFMDFM would not be in a position to begin to recruit their replacements until after the May election. He noted the importance of maintaining continuity and retaining corporate knowledge within the board.

5. GMcG explained that he had asked Fiona Kane to conduct a survey of relationships with key stakeholders, and that the results would inform an action plan.

### **Chief Executive’s Report, ISNI Report, AMU Report**

6. BH updated the board on some of the projects referred to in the Chief Executive’s Report.

7. DMcS noted the reference in the Chief Executive’s report to the work being done with local authorities. While not surprised that waste disposal and estate management had emerged as specific areas where SIB’s assistance might be provided, he identified a broader requirement for project governance advice, noting a general lack of expertise in this area at Local government level. GMcG agreed that SIB’s assistance in this regard would be valuable. FH expressed concern that a great deal of work might need to be done with local authorities by a relatively small team. BH acknowledged that additional resources might be required if significant commitments were taken on to local authorities. FH noted that it might not be easy to find candidates with the right technical skills and understanding of the political background. CT agreed with both DMcS and FH, noting that there was a lack of project management skills in local government and that the

local authorities often faced unique political difficulties. There was general agreement that the work with local authorities was valuable, but that it would be important to put in place arrangements to ensure it did not become a drain on resources.

8. DMcC noted the reference in the CE report to the payment and repayment of FTC loans to QUB. He stressed the importance of ensuring that the correct accounting treatment was applied. BH assured him that the correct processes were in place.

9. MS delivered the ISNI report. He explained that work was underway to produce a draft of the new ISNI, and that discussions had taken place with the departments and with other interested parties such as the CBI and ICE. He noted the importance of tying in the contents of the ISNI to the outcomes set out in the Programme for Government, and that the timescale for finalization of the PfG was still uncertain.

10. MS described the work being done on the “Living with Water” programme. He noted that a very large amount of capital investment would be required at the end of the decade to deal with flooding and other issues and suggested that insufficient attention had as yet been paid to this area. DMcS welcomed the increased focus on flooding issues. He noted the need for a proper strategic approach to flood management.

11. MS described the two pilot data science projects, one with DEL and the other for the public sector.

12. MS noted that the Scottish Futures Trust intended to take on a planning and strategic advisory role in addition to its delivery functions.

13. SW spoke to the AMU report. He reported that applications had been received for the post of Programme Transformation Director for the reform of property management programme, and that all actions from the May 2015 gateway review had been implemented, with the OBC on track to be completed in March.

14. SW reported the budget required of capital receipts for the year and that this was likely to be achieved. For 2016/17 there would be a specific focus on freeing up sites for housing, rather than simply raising the receipts.

15. SW noted that money had been allocated for 2016/17 to fund the preparation of OBCs for “Invest to Save” projects, and that AMU had developed terms of reference for LPS to review their operational model for mapping and land registry.

16. SW reported that work was being carried out with departments to seek savings from existing PPP projects, and that John Green was now working on this.

17. SW described the work being carried out on creation of an Investment Fund, and said the procurement of fund managers was expected to commence in April and be complete by the autumn.

18. SW explained that the procurement process was underway for the new multi-disciplinary consultancy framework.

#### **Remuneration Committee**

19. The committee had received a presentation from BH which had highlighted a degree of gender imbalance in the workforce, but it was thought this primarily reflected a gender imbalance in the wider construction industry rather than a problem specific to SIB. The committee had noted that although staff retention remained good, there were still risks in that regard.

#### **RADAR Centre: Financial sustainability and Long Term Governance.**

20. PP and PMcM joined the meeting. PP briefly summarized the conclusions of his report on the potential future operating model for RADAR and PMcM summed up the financial position. DMCC agreed with the conclusions of the report that a charitable trust structure would be the most suitable model. The board approved the recommendations of the report, while recognising that the decision was for PSNI to make.

#### **Meeting with Peter May (Permanent Secretary designate, Department for Infrastructure)**

21. Peter May joined the meeting. He gave a brief description of the structure and scope of activities of the new Department for Infrastructure and discussed the issues for the department in delivering key projects under the ISNI in a manner consistent with the “outcomes based” approach taken under the Programme for Government. The board discussed the role SIB could play in creating a strategy and assisting the Department in delivering key projects.

### **Project Reports and Dashboards**

22. The board considered the project reports and dashboards, noting in particular that the risk that SIB's effectiveness would be compromised as a result of transfer to the Department for Infrastructure had now ended. DMcS noted that number of the risks were outside the control of SIB and BH acknowledged that there were certain matters which could only be monitored rather than managed.

### **Draft Letter of Expectation and Business Plan**

23. BH explained that the draft Letter of Expectation and Business Plan were being tabled in preparation for a more detailed discussion at the February board meeting. GMcG said that this would be a major item at the next board. He requested a note setting out the key differences this year from last year. DMcC noted that the Management Statement and Financial Memorandum had not been reviewed since 2012.

### **Finance Report and Media Pack**

24. The Finance Report and Media Pack were noted. DMcC asked BH to confirm that the recharged costs would be recovered in the current financial year. BH confirmed that they would be.

### **Other Business**

None

Chairman