

CORPORATE PLAN 2018–2021
&
BUSINESS PLAN 2018-19

Author: Brett Hannam
Status: Approved by the SIB Board on 12 March 2018.
Minor updates following comments by the TEO Board
Date: 19 April 2018

Table of Contents

TABLE OF CONTENTS.....	3
SIB CORPORATE PLAN 2018–2021.....	5
INTRODUCTION	6
THE STRATEGIC INVESTMENT BOARD	6
ROLE	6
RESPONSIBILITIES	7
STRATEGIC PRIORITIES.....	8
SIB MEDIUM TERM OBJECTIVES, OUTCOMES AND TARGETS	9
OPERATING STRATEGY.....	11
DEMAND ASSESSMENT	11
SIB BUSINESS PLAN 2018–2019.....	13
INTRODUCTION	15
OBJECTIVES FOR 2018/19	15
1. DELIVERING THE PROGRAMME FOR GOVERNMENT	15
2. THE INVESTMENT STRATEGY.....	15
3. ASSET MANAGEMENT	16
4. SUPPORT TO LOCAL AUTHORITIES.....	17
5. REFORM.....	17
6. URBAN VILLAGES AND THE SOCIAL INVESTMENT FUND	18
7. SOCIAL VALUE	18
8. CORPORATE GOVERNANCE.....	18
TARGETS FOR 2018-19	18
KEY ASSUMPTIONS, RISKS AND DEPENDENCIES.....	19
9. ASSUMPTIONS	19
10. DEPENDENCIES	20
11. RISKS	21
DIRECTION, ORGANISATION AND RESOURCE MANAGEMENT	22
12. THE BOARD.....	22
13. THE ACCOUNTING OFFICER	22

14. ORGANISATIONAL STRUCTURE	22
15. RESOURCES.....	23
16. <i>Consolidated Budget</i>	23
17. <i>Resource Allocation</i>	24
18. <i>Operating Costs</i>	25
APPENDIX A: AMU ACTION PLAN 2018/19.....	26
APPENDIX B: DRAFT PFG OUTCOMES FRAMEWORK	33
APPENDIX C: DEMAND ASSESSMENT	34
APPENDIX D: NICS BOARD LETTER OF EXPECTATION	36
APPENDIX E: KEY TARGETS FOR 2018-19.....	37
APPENDIX F: THE SIB BOARD	40
APPENDIX G: SIB ORGANISATION CHART.....	41

SIB CORPORATE PLAN 2018–2021

Introduction

19. The purpose of this Corporate Plan is to document the medium term objectives of the Strategic Investment Board (SIB) and describe the strategy it will follow to achieve them. The annual Business Plan develops the Corporate Plan by setting out SIB's targets for 2018, the resources it will use and the activities it will undertake.
20. The Asset Management Unit (AMU), which is located within SIB, has produced an Action Plan for its work in 2018/21. This is attached at Appendix A, but is subject to approval by the Asset Management Programme Board. This plan complements, and is entirely consistent with, SIB's Corporate and Business plans.

The Strategic Investment Board

21. The *Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003* established SIB in 2003. The legislation created mechanisms and structures that enable ministers to coordinate work across departments and help deliver the new schools, hospitals, roads and other civic infrastructure the region requires in the 21st century.
22. SIB is a company limited by guarantee. It is owned by the Executive Office (TEO) and financed from within its departmental expenditure limit. The Board of SIB is accountable, through its Chair, to the First Minister and deputy First Minister who set its priorities.
23. SIB is a part of the public sector, but its staff are not civil servants and are employed on different terms and conditions.

Role

24. SIB supports government departments, local authorities and other public bodies by helping them to:
 - plan infrastructure;
 - deliver major projects; and
 - manage assets.

Responsibilities

25. SIB has four responsibilities. Firstly, it prepares the Investment Strategy for Northern Ireland (ISNI). The ISNI is a rolling ten-year plan that describes the public infrastructure that government intends to deliver. The scope of the ISNI encompasses almost every area of government including education, health, and transport and is the expression of the priorities of the Northern Ireland Executive ('the Executive'). The latest revision of the strategy is awaiting approval by the Executive Committee of the Northern Ireland Assembly.
26. SIB publishes a pipeline of government projects and manages the ISNI Delivery Tracking System (DTS) to keep supplier markets and other stakeholders informed of the Executive's future infrastructure development plans.
27. Secondly, SIB assists the public sector to develop and deliver investment programmes and projects. SIB's role is to work in partnership with public bodies to accelerate project schedules and obtain better value for the taxpayer. SIB provides staff to fulfil senior project management and advisory roles in support of partner organisations.
28. Thirdly, SIB contains the Asset Management Unit (AMU). The AMU developed and now co-ordinates the delivery of the Executive's Asset Management Strategy (AMS) which promotes the effective and efficient management of Central Government's property assets. The AMU is responsible for ensuring the effectiveness of the delivery of the AMS and monitors this through two performance indicators; revenue efficiencies and capital realisations.
29. Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery; by using government and other data to inform infrastructure planning; by promoting the use of 'Buy Social' to improve the social return on investment; by developing specialist skills and capabilities and by carrying out relevant research and analysis.

Strategic Priorities

30. SIB derives its strategic priorities from the 12 outcomes defined in the draft Programme for Government (PfG) Outcomes Framework, (see Appendix B). All SIB's work will contribute to the achievement of these outcomes.
31. In line with the draft PfG, the over-arching priority for SIB is to help government deliver "a strong, competitive, regionally balanced economy".
32. The priority issues SIB will address are:
 - the statutory requirement for SIB to advise the Executive in relation to its investments;
 - the need to deliver those projects to the required quality, on time and within budget;
 - the need to obtain value for money for infrastructure investment (including the delivery of social value through sustainable procurements and use of assets);
 - the need to make best use of existing assets and dispose of those that are surplus to requirements;
 - the need to engage with the private sector more closely in order to optimise the use of private funding in support of public investment, (while recognising that private funds do not have general applicability at all times or across all types of infrastructure);
 - the need to deliver the best possible return to the Executive through the use of Financial Transactions Capital (FTC);
 - the need to support strategic infrastructure planning;
 - the need to improve the infrastructure delivery capabilities of government departments;
 - the need for continual improvement in the processes and procedures for the commissioning, procurement and operational management of major capital investment;
 - the need to develop SIB's capacity and capabilities to ensure it continues to meet the needs of its partners;

- the need to be flexible and informed to support departments in the delivery of new major investment policies and programmes;
- the need to improve the infrastructure delivery capabilities of local government (district councils); and
- the need to work with councils to make best use of their existing assets in line with their Corporate and Community Plans.

SIB Medium Term Objectives, Outcomes and Targets

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

- Once the revised Investment Strategy is approved, to support departmental investment planning through the provision of analytical support and advice; strategic infrastructure planning models and advice on project finance and the use of FTC (including the operation of the Investment Fund);
- to deliver supported projects/ programmes in accordance with the plans set out in the Investment Strategy and the principles of economic, social and environmental sustainability;
- to seek effective ways to accelerate the investment timetable without compromising value for money;
- to meet the targets for additional revenue and capital realisations from property 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 and councils 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 departments, councils and other relevant bodies to ensure that their infrastructure plans are aligned and, where appropriate, that these plans are also aligned with both those in the Republic of Ireland, in accordance with North South

agreements, and also arrangements for East/West co-operative working (e.g. the Infrastructure Commission and the Infrastructure and Projects Authority); and

- to develop the organisation and the individuals within the organisation.

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

- SIB has delivered strategic infrastructure planning models in key sectors, which help its partners to plan and deliver more economically and operationally sustainable infrastructure to meet citizens' contemporary and future needs across the region;
- SIB has helped partner organisations deliver larger and better project procurements (in terms of faster delivery, lower risk and best value) than would otherwise have been possible, so maximising the return on available Capital budgets;
- SIB has met the targets set for it for the use of Financial Transactions Capital (including supporting the establishment and operation of the NI Investment Fund);
- SIB has achieved the targets for revenue efficiencies and capital realisations from property assets;
- SIB has helped departments and councils obtain maximum value from their property assets by developing and implementing asset management plans;
- SIB has fostered the development of the local economy, particularly in the construction sector by providing information to the private and third sectors that informs their decision-making.
- where it is involved, SIB has worked to ensure that sustainable development principles, including Social Value, guide capital investment decisions on all major publicly funded buildings and infrastructure projects;
- SIB has helped departments develop their infrastructure programme and project delivery capability so that projects and programmes can be delivered efficiently, effectively and with a reduced need for ongoing SIB support;
- SIB has provided detailed information to its stakeholders on progress with the implementation of the Investment Strategy; and
- SIB has developed as an organisation so that – insofar as this is possible within budget constraints - it meets the requirements of its stakeholders: Ministers, local representatives, the Departments, Councils, its shareholder (TEO), the private and third sectors, its staff and the public.

Operating Strategy

35. SIB's operating strategy is to recruit staff with skills, knowledge and experience not normally found within the public sector and then to deploy such staff in roles that enable SIB to fulfil its role of helping government plan infrastructure, deliver major projects and manage assets. SIB does not normally fill 'business as usual' posts, except to meet an unexpected demand on a temporary basis and with the agreement of relevant parties, which may include departments, NICSHR and the Civil Service Commissioners for Northern Ireland, depending on context.
36. SIB focuses its efforts on those programmes and projects that are difficult, complex, and have a significant requirement for the additional skills and experience brought by SIB staff. SIB does not develop policy.
37. SIB has no powers of direction and may only work at the request of the organisations it supports. SIB ensures that it has the capacity and capability to respond to all reasonable requests made of it (subject to the cost-recovery arrangements noted below).
38. SIB recovers its costs from partner organisations where it fulfils roles that would be filled by employees of those organisations, had appropriately qualified staff been available. Most programme and project management roles fall into this category.
39. In undertaking all of the above, SIB will have due regard to the need to promote equality of opportunity and good relations. In particular, consultation processes will include organisations representing groups in the nine Section 75 categories and views on the equality implications of the issues under consultation will be invited and taken into account. Monitoring procedures will include arrangements for assessing the equality impacts of policies and the implementation of best practice in procurement will incorporate those elements identified as capable of better promoting equality of opportunity.

Demand Assessment

40. SIB has reviewed its assumptions in respect of the level of demand for its services during the period covered by the current draft Programme for Government (PfG). These are set out in Appendix C. (A more detailed analysis can be found in HPRM F11/17/1005975.)

These assumptions have been taken into account in both the Corporate and Business Plans.

SIB BUSINESS PLAN 2018–2019

Introduction

1. This Business Plan defines the business objectives and targets of the Strategic Investment Board Limited (SIB) for 2018/19.

Objectives for 2018/19

2. SIB's objectives are normally set by the First Minister and deputy First Minister and expressed through an annual 'Letter of Expectation' sent to the Chairman of the SIB Board of Directors. In the absence of an operational Executive, [the letter covering 2018/19 has been drafted for consideration by the NICS Board and is attached at Appendix D].
3. The NICS Board's current expected requirements of SIB, together with the organisation's proposed response are set out in the paragraphs that follow.

Delivering the Programme for Government

4. SIB's highest priority is to assist in the achievement of the outcomes defined in the draft Programme for Government (PfG).
5. SIB will deploy staff in support of individual projects and programmes. It will agree the terms of engagement of its advisors with its partners and document these in formal Operational Partnership Agreements.

The Investment Strategy

6. The Investment Strategy defines the government's priorities and plans for the use of its capital budget. SIB will report to the NICS Board on the implementation of the strategy and will provide them with advice should it require substantive change.
7. SIB will use its audit of the current state of infrastructure provision within the region to inform future outcome focussed investment decision-making.
8. SIB will work closely with departments and councils in the preliminary strategic thinking that precedes the identification of infrastructure projects. It will use its over-arching view of investment plans to promote greater cross-cutting cooperation in the design of programmes.
9. SIB will develop and roll-out strategic infrastructure planning models (SIPMs) for major service areas, in line with the commitments set out in the Investment Strategy and the

aspirations expressed in the Stormont House and 'Fresh Start' agreements. 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 policy objectives in ways that minimise costs and protect frontline services to the public. These models will build on those already constructed to support education, further education, schools, policing and libraries

10. SIB will continue to develop its capability to provide decision-making authorities with advice on infrastructure, and infrastructure-related problems and opportunities. In particular, it will seek to address the structural obstacles to the effective delivery of infrastructure; it will identify ways in which infrastructure can better support economic development and it will propose options for possible solutions to the region's infrastructure deficit.
11. SIB will continue to encourage and support departments to publish complete and timely information on their capital investment plans on the Delivery Tracking System (DTS) and the ISNI Web Portal. Information from this system will be disseminated to a wide range of stakeholders in the public, private and third sectors. SIB will continue to publish and update the Regional Infrastructure Pipeline.
12. SIB will develop and maintain its capacity to advise departments on the use of FTC to support private sector and partnership infrastructure projects. Where appropriate it will make loans and investments on behalf of those partners and manage those investments so as to generate the best possible returns to the Executive.

Asset Management

13. The Executive's Asset Management Unit (AMU) will continue to implement the Asset Management Strategy in conformance with the Action Plan approved by NICS Board and which Ministers previously approved. AMU will continue to support strategic initiatives focused on financial efficiencies including; Reform of Property Management, the Energy Management Programme, asset management planning, estate strategy development, data management, identification of invest to save opportunities, commercialisation, transformation, income generation and promoting the optimum utilisation and disposal of assets. AMU will also support DoF and all departments with the deployment of future

Financial Transactions Capital allocations applying the lessons learned from the successful launch of the NI Investment Fund.

Support to Local Authorities

14. SIB is to support councils in the achievement of PfG and other regionally significant outcomes.
15. SIB will work with local councils to make best use of their existing assets in line with their corporate and community plans.
16. SIB will work with councils to build their capability and capacity to deliver larger projects.
17. SIB will work to encourage cooperation across council boundaries and between local and central government in the delivery of infrastructure projects.

Reform

18. Achieving the outcomes of the PfG within the Executive's budget will require the substantial transformation of public service delivery. SIB will continue to support departments and councils in this work. SIB will seek to identify opportunities for improving strategic coherence and delivering transformational change.
19. SIB will work to improve the delivery capabilities of departments, for example by supporting the development of Programme Delivery Support Units. It will continue to offer secondment opportunities to staff from other public bodies.
20. In accordance with Ministerial policy, SIB will continue its efforts to reduce the reliance of public sector infrastructure delivery managers on external consultants. It will seek to reduce expenditure on consultancy and improve its own 'in house' capability. SIB will continue to make use of short-term staff contracts linked to the delivery of particular projects or elements of projects.
21. SIB will continue to maintain a Strategic Support Unit, staffed by Associate Strategic Advisers (ASAs) and Business Analysts, to provide a cost-effective approach to meeting the specialist, short-term requirements of its partners.
22. SIB will aggregate demand for professional services across projects and programmes and, where this delivers best value, it will meet this demand through the recruitment and employment of additional staff.

23. SIB will work closely with the Procurement Board and Central Procurement Directorate to implement best practice in procurement across central government. It will continue to promote the use of standard contracts where these reduce costs and lead times. It will work to reduce bid costs for the private sector by ensuring procurements are managed efficiently.
24. SIB will explore opportunities to increase the use of procurement frameworks such as SCAPE procure, where these can significantly reduce procurement timescales.
25. SIB will continue to review operational PPP/PFI contracts to determine whether there is scope to reduce costs and achieve further efficiencies, so releasing Revenue budget for priority services.
26. SIB will respond positively to requests for assistance with departmental reform and transformation programmes, particularly where these are necessary to deliver public services at lower cost. Where necessary, it will develop its capacity and capabilities in this area.
27. SIB will continue to support public sector commercialisation by providing expert advice to those organisations embarking on such activities.

Urban Villages and the Social Investment Fund

28. SIB will assist TEO and its partners deliver the capital and revenue projects set out in the Urban Villages Frameworks and SIF programme plan.

Social Value

29. SIB will develop and extend the public sector's use of 'Buy Social'. SIB will provide support to Departments and Local Authorities developing 'social value' strategies.

Corporate Governance

30. SIB will maintain the required standards of corporate governance.

Targets for 2018-19

31. SIB's key targets for 2018-19 are set out in Appendix E.
32. SIB pursues five types of target:
 - a) Targets related to 'flagship projects' as defined by the Executive;

- b) Targets related to regionally significant projects;
 - c) Targets that support or enable the achievement of other objectives or targets such as, for example, the development of Strategic Infrastructure Planning Model Models, revenue efficiencies and capital realisations;
 - d) Targets related to corporate governance and administration.
 - e) Targets related to the establishment and maintenance of capabilities such as, for example, the Strategic Support Unit.
33. Targets in category (e) do not have specific milestones attached to them. However, specific operational targets for these teams will arise during the year.
34. To keep the number of targets to a manageable level, not every SIB-supported activity has a target included in this business plan. However, the Chief Executive sets and monitors a range of internal targets that covers the full breadth of SIB's work.
35. SIB operates within a performance management framework that is consistent with the FABRIC approach to performance information (*Choosing the Right FABRIC - A Framework for Performance Information, HM Treasury et al, March 2001*).

Key Assumptions, Risks and Dependencies

Assumptions

36. SIB's business plan is predicated on a set of assumptions. Some of these assumptions have yet to be verified and thus constitute risks and uncertainties that must be managed. Similarly, the company must operate within certain constraints, notably those relating to resources, which influence its ability to achieve its objectives. The Board and management team will monitor these factors and, where necessary, will adapt SIB's plans accordingly.
37. The draft Programme for Government sets out the outcomes that the Departments are pursuing. In accordance with the instructions of the NICS Board, SIB's work will be focused on supporting the achievement of these outcomes. All SIB's work in 2018-19 will directly or indirectly support the achievement of outcomes specified in the programme for Government.

38. TEO determines the resources made available to SIB and the level of such resource has a significant influence on the capability of the company to meet the needs of its partners. TEO allocated SIB resources for the financial year 2018/19 in the context of extremely constrained government spending. As a consequence, and consistent with the level of cuts in the core department and other ALBs, SIB's core budget for the year covered by this business plan will be **14%** lower than in 2017/18, which was in turn **4.9%** lower than in the previous year. However, SIB intends to continue to use co-funding arrangements with its partners that enable it to extend this core funding. In 2018/19 SIB assumes that it will receive some **£5m (c60%** of its budget) through such arrangements.
39. Significant reductions in current Revenue DEL budgets have increased the opportunity costs of using RDEL to fund projects to the point where the government no longer sees the use of private capital as appropriate. These plans assume, therefore, that there will be few, if any, traditional revenue funded projects for which SIB's support will be required. However, new funding streams have been developed, including Financial Transactions Capital and the Northern Ireland Investment Fund, which are focused on providing capital funding, equity investment and loan guarantees to the private sector for investment in infrastructure. SIB will continue to provide advice and support to departments and other organisations considering how these innovative funding streams can be used to deliver strategic outcomes in partnership with private sector organisations.
40. Pressures on the government's revenue budget, together with commitments made in the Stormont House and Fresh Start agreements, require departments to transform their approach to the delivery of public services. SIB expects that it will continue to receive requests for assistance with such reform projects.

Dependencies

41. The successful implementation of SIB's plans is dependent on the recruitment and retention of high calibre staff with the knowledge, skills and experience necessary to meet the needs of its partners. Any change to the ability SIB has to pay market salaries and recruit staff using its own processes would adversely impact on its ability to meet the business requirements of its partners.
42. SIB has the opportunity each year to apply for certain specific derogations from normal public sector rules that govern the approval of the use of external consultancy. SIB's ability to procure and deploy specialist consultancy quickly is dependent on the

maintenance of these derogations, which are currently in abeyance in the absence of a decision-making authority.

43. The delivery of projects about which there are significant political differences can be problematical. The successful implementation of this plan is dependent on obtaining and maintaining discretionary political support for the programmes and projects on which SIB works.

Risks

44. The key risks affecting SIB are set out in detail in its risk register, which is published separately. In summary, these risks are:

- SIB may not be able to recruit or retain the staff needed to achieve its business objectives.
- Key stakeholder relationships may break down.
- SIB's financial and other controls may not be sufficient to prevent or identify fraud.
- SIB's information may not be protected or managed adequately and this may lead to it failing to comply with the General Data Protection Regulations (GDPR).
- SIB's performance may be adversely affected by its staff appointments being made subject to CSC approval.
- Projects supported by SIB may be adversely affected by the absence of a strategic decision-making authority.

45. SIB may not have the financial resources to achieve its business objectives.

46. BREXIT may give rise to additional risks that cannot usefully be identified at this stage.

47. The Board will continue to monitor these risks and will oversee action to reduce their likelihood and mitigate their impact.

Direction, Organisation and Resource Management

The Board

48. 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.

49. The Board operates the following committees:

- The Audit Committee, which provides assurance to TEO, as shareholder, that the company's financial and other control systems are operating effectively;
- The Strategy and Communications Committee, which scrutinises and supports the development of long-term plans and policies and the organisation's strategic communications and engagement work; and
- The Remuneration Committee, which approves senior appointments and salaries and scrutinises recruitment.

The Accounting Officer

50. The Chief Executive is SIB's Accounting Officer. He directs the work of SIB and manages its day-to-day operations.

Organisational Structure

51. An organisation chart, showing SIB's team structure and staff currently in post can be found at Appendix G.

Resources

Consolidated Budget

53. The 2018/19 consolidated budget is as follows: [DN: 'Profit' on co-funding equates to contribution to administrative overheads. FIGURES WILL CHANGE IN LIGHT OF FINAL TEO BUDGET ALLOCATIONS]

	Cost	% of Salary Budget	Income	Net Cost
Administration				
CEO	183			183
Finance	170			170
HR	134			134
Other Admin	101			101
Subtotal:	588	7%		588
Project Delivery				
Project Managers	1,126		677	449
Strategic Advisers	848		489	359
Ebrington	268		268	0
DFC Advisory	477		349	128
Digital Catapult	163		163	0
INI/TNI Digital	118		118	0
AMU	835		94	741
RPM	850		834	16
SIF	130		130	0
Urban Villages	612		612	0
Research Officers	74		38	36
Subtotal:	5,501	65%	3,772	1,729
Support Units				
CSU	581		310	271
SSU	786		860	(74)
Subtotal:	1,367	16%	1,170	197
Common Good Services				
Buy Social	323		32	291
ISNI/Data	269		240	29
Legal	234		0	234
Comms	218		33	185
Subtotal:	1,044	12%	305	739
Total Salaries	8,500		5,247	3,253
Enabling Expenditure (See Table 2)				686
Operational Costs (See Table 3)				800
TOTAL EXPENDITURE				4,739

Table 1: Consolidated Budget. (All figures in £000.)

54. In line with the policy of the previous Executive, SIB seeks to reduce its use of external consultants, primarily through the employment of temporary staff to fulfil specific, time-limited roles for which they have the requisite specialist skills, knowledge and experience. The implementation of this strategy may lead to an increase in staff numbers.
55. SIB will continue to agree co-funding arrangements with its partners where these are necessary for the achievement of their objectives. SIB expects the value of such co-funding in 2018-19 to be in the region of **£5.4m**.
56. As in 2017/18, SIB has not over-programmed its non-staff Enabling budget to allow for possible delays or underspends across the range of projects that it supports. This is because improvements in financial planning and management mean that the scope for over-programming has been reduced in comparison to earlier years. Staff costs for enabling projects are almost always either partly or entirely charged to the commissioning organisation.

Resource Allocation

57. The net projected allocation of the non-staff Enabling Budget for bought in services to projects and other work is set out in the table below.

Project Development (including AMU Invest to Save projects)	£566
Primary Care Consultancy	£50
Local Authority Business Development	£50
ISNI Production, Consultation Reports	£10
Buy Social Advice	£10
Total:	£686

Table 2: Enabling Expenditure. (All figures in £000.)

Operating Costs

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

IT Fees	180
Office Accommodation	156
Travel, Accommodation & Subsistence	91
Non-executive Director Costs	61
Mobile Phones & Postage / Phones / Courier	53
Legal costs	45
Training	43
Audit & CPD Costs	32
Miscellaneous Operational Costs	30
Depreciation	23
Conferences	20
Communications	20
Hospitality	12
Equality Support	10
Stationery	9
Computer Software & Hardware	8
Recruitment costs (net)	7
Total:	800

Table 3: Operational Expenditure. (All figures in £000, inclusive of VAT.)

Appendix A: AMU Action Plan 2018/19

	Theme/Initiative	Action	Target	
1	Cross-Cutting Initiatives			
1a	Reform of Property Management Programme	i.	Transformation: Implement new Properties Division operating model.	Q4
		ii.	Transformation: Develop new shadow charging arrangements and seek RPM Board approval.	Q2
		iii.	Transformation: Develop new SLA and seek RPM Board approval.	Q4
		iv.	Estate Rationalisation: Reduce DoF office accommodation by 10,000 square metres.	Q4
		v.	Asset Information: Complete and 'Go Live' with phase one of new AI system.	Q4
1b	Asset Management Plans (AMPs)	i.	Provide support, guidance and training for departments to complete their annual AMPs.	Q4
		ii.	Support departments with processes and initiatives designed to progress opportunities identified in AMPs.	Ongoing
		iii.	Co-ordinate the production of the savings report to NICS Board.	Q4
1c	Disposal Process Improvement Project	i.	Support LPS with the launch of new disposal guidance.	Q1

	Theme/Initiative	Action	Target
		ii. Support LPS and users with the operation and optimization of the new disposal process IT system.	Q4
		iii. Support LPS with benefits monitoring and realisation of the new disposal process and explore options for further improvements.	Ongoing
1d	Public Land for Housing Project	i. Support DfC with the roll out of the project by capturing further land mapping data across departments and ALBs.	Ongoing
		ii. Support DfC with the analysis and processing of land identified for potential private housing development.	Ongoing
1e	Energy Management Strategy	i. Finalise cleansing and analysis of energy data to inform the Strategy.	Q1
		ii. Agree Strategy framework with Energy Management Forum.	Q2
		iii. Complete draft Energy Management Strategy for presentation to NICS Board.	Q2
1f	Asset Performance Management Data	i. Complete a discovery exercise to explore data sources, governance, resources, cross-departmental linkages, ongoing data projects and procedures.	Q3
		ii. Develop proposals for greater cross-departmental application of data.	Q4
1g	Financial Transactions Capital	i. Develop proposals with DoF outlining the future arrangements for deployment and management of indicative FTC budgetary allocations.	Q2
		ii. Identify suitable projects and engage with potential Sponsors.	Ongoing

	Theme/Initiative	Action	Target
2	Estate Strategies and Portfolio Optimisation		
2a	Depots and Warehouses	i. Support current Dfl optimisation pilots and consider development of a portfolio investment strategy.	Q4
		ii. Support current DfC feasibility study and subject to funding consider progressing to OBC.	Q4
2b	DAERA Estate Management Model	i. Establish baseline data (property, financial and usage)	Q2
		ii. Initiate portfolio review and develop a disposal pipeline	Q2
		iii. Initiate a review of leasehold arrangements	Q3
		iv. Explore options for supplementary property controls	Q3
		v. Review the residential portfolio and develop recommendations for reducing long-term liabilities.	Q4
2c	NIEA Portfolio Strategy	i. Establish portfolio baseline data (property, financial, title, services offered and statutory)	Q3
		ii. Prepare a Summary of findings for DAERA consideration.	Q4
2d	NICTS Transformation Programme	i. Submit SOC to Transformation Programme Board.	Q1
		ii. Development of an Estates Strategy to inform long term investment.	Q4
2e	Strategic Review of the Justice Estate	i. Provide support to DoJ throughout the duration of the Strategic Review.	Ongoing

	Theme/Initiative	Action		Target
2f	NMNI Estate Strategy	i.	Establish baseline performance data (property, financial and customer demand).	Q1
		ii.	Development of an Estate Strategy.	Q3
		iii.	Support modernisation and digitisation of estate management function.	Ongoing
2g	Armagh Observatory and Planetarium Estate Strategy	i.	Complete SOC.	Q1
		ii.	Exploration of alternative funding, income generation and partnering options.	Q2
		iii.	Development of an Estate Strategy.	Q3
2h	Local Authority Asset Management Support	i.	Complete scoping reports for 7 Local Authorities and develop a template Estate Strategy for wider application.	Q2
		ii.	Assist with the scoping of a common asset information system and co-ordinate outputs with Central Government.	Q3
		iii.	Develop Asset Management Plan guidance for wider application across Local Authorities.	Q4

	Theme/Initiative	Action	Target
3	Energy Management		
3a	Wind Energy Investment Programme	i. Revisit OBC after NICS Board consideration of the draft Energy Management Strategy and NIE/SONI connections policy consultation.	Q3
3b	Street Lighting	i. Support Transport NI with the LED retrofit programme. (subject to funding)	Ongoing
3c	Develop new energy projects	i. Support departments and ALBs with the development of new energy projects in line with the draft Energy Management Strategy.	Q3
		ii. Investigate new areas of opportunity e.g. Local Authorities, transportation fuels and water consumption.	Q4

4	Asset Disposal, Appraisal and Development		
4a	Capital Realisations	i. Support departments with the delivery of their capital realisation commitments for 2018/19.	Q4
		ii. Co-ordinate regular departmental progress updates for DoF to inform budgeting process.	Ongoing
4b	Community Asset Transfer	i. Assist with co-ordination of access to specific expertise from the SIB Associate Adviser pool for asset owners and sponsors.	Ongoing
4c	Pipeline Development	i. Work with departments to realise potential disposal opportunities arising from Asset Management Plans, Estate Strategies and the Public Land for Housing project.	Ongoing
4d	Maximising Asset Utilisation	i. Undertake a discovery exercise to explore the nature and extent of opportunities to maximise asset utilisation.	Q4

	Theme/Initiative	Action		Target
4e	Development and Regeneration - Commercial Support	i.	Develop a disposal strategy for DfC PDU	Q1
		ii.	Support DfC with development proposals for Queen's Parade, Bangor.	Ongoing
		iii.	Support Newry, Mourne and Down District Council with development proposals for Newry.	Ongoing
		iv.	Support Derry and Strabane District Council and Translink with development proposals for Foyle Street.	Ongoing

5	Commercial and Investment Support			
5a	Translink Commercial Asset Management	i.	Support the development of a commercial asset portfolio investment plan.	Q2
		ii.	Support the establishment of a commercial asset management capability.	Q2
		iii.	Assist with securing approval to commence the procurement of a private sector partner for the Weavers Cross Regeneration Project.	Q4
5b	PPP Efficiencies	i.	Continue to support departments and ALBs with re-finance, contract negotiation and dispute resolution opportunities to generate financial efficiencies.	Ongoing
		ii.	Support NI Water with a review of efficiency opportunities for their PPPs.	Ongoing
		iii.	Assist Transport NI as and when required with their review of efficiency opportunities for their PPP's.	Ongoing
5c	Financial Restructuring and Efficiencies	i.	Work with departments to identify financial restructuring opportunities that could generate financial efficiencies.	Ongoing

	Theme/Initiative	Action		Target
		ii	Support NIW with exploration of options to maximise the ability to meet its investment programme over the next 10 years.	Ongoing
		iii.	Continue to provide support to the Dfl Finance Maximisation Group.	Ongoing

Appendix B: Draft PfG Outcomes Framework

PROGRAMME FOR GOVERNMENT PRIORITY OUTCOMES

1	We prosper through a strong, competitive, regionally balanced economy
2	We live and work sustainably, protecting the environment
3	We have a more equal society
4	We enjoy long, healthy, active lives
5	We are an innovative, creative society where people can fulfil their potential
6	We have more people working in better jobs
7	We have a safe community where we respect the law, and each other
8	We care for others and we help those in need
9	We are a shared, welcoming and confident society that respects diversity
10	We have created a place where people want to live and work, to visit and invest
11	We connect people and opportunities through our infrastructure
12	We give our children and young people the best start in life

Appendix C: Demand Assessment

Areas of New Work

SIB will do new work, the nature and scale of which cannot be predicted.	It is clear from past experience that much of the new work SIB undertakes is identified at short notice and without prior notification. There is little reason to suppose that this will change during the next five years, although work with departments to improve the predictability of demand will continue.
The AMU will develop new approaches to delivering additional value from public assets.	The AMU will extend the scope of its work to encompass energy management, asset finance, estates rationalisation strategies, income generation, housing and regeneration.
SIB will increase its efforts to improve the effectiveness of its partner organisations.	The emphasis SIB places on knowledge transfer and the development of public sector staff will increase during the planning period. The effectiveness of this work, which should be directed by the NICS, will be affected by HR policies and officials' willingness to commit time and resources.

Areas of Existing Work where Demand will Increase

SIB will increase the support provided to Councils through the CSU.	SIB will respond to growing demand from councils by increasing the range and scope of the services it provides them. It will increase the proportion of costs recovered from councils with the aim of making the embedded staff of the unit self-financing by 2020.
The SSU will expand the scope and scale of its work.	Demand for SSU support, although variable, is on an upward trend. To ensure that SIB can respond positively to a wider range of requirements and a larger scale of demand, the SSU will expand.
SIB will extend the scope of its work in the field of data analytics.	The importance of data analytics in informing infrastructure planning will increase. SIB's work on the establishment of the DARE will enable it to meet increased demand for analytical support from departments who wish to make better informed decisions. The scope of the work of the Digital Catapult will increase if it is successful in attracting further funding from central government.
The Communications Team will extend the range of projects it supports.	The Communications Team will promote its services outside SIB through a targeted programme of engagement with councils and departments. It will seek to build the capacity required to respond to demand that may arise from this engagement.

Areas of Existing Work where Demand will Remain the Same

Reform of Property Management Programme	The Reform of Property Management programme will continue in delivery through the planning period to a conclusion in 2023.
ISNI Delivery Tracking/Project Pipeline	There is an ongoing requirement for SIB to monitor and report on the delivery of the Investment Strategy.
Urban Villages & Social Investment Fund	The Urban Villages and Social Investment Fund Programmes will, if they have sustained political support, continue their delivery phases during the majority of the planning period. SIB's involvement is expected to end by 2023.
Engaged Communities Capital Team (DfC)	The Engaged Communities Capital team in DfC will, if it has continued support from officials, continue its work during the planning period.
Buy Social	SIB will continue to host the Buy Social Team until and unless there is a transfer of responsibility to a government department. The team will increase the proportion of its costs recovered from partners.
MLKDC	In the absence of political consensus, SIB will continue to support the existing MLKDC through the provision of an interim CEO.
Legal Team	The team has a steady stream of work that is expected to continue through the planning period.

Areas of Existing Work where Demand will Reduce

There may be less demand for management support to major infrastructure projects.	The current portfolio of major projects supported by SIB will be delivered by the end of the planning period. At present the PfG does not identify a portfolio of similar future projects. Those projects identified in the ISNI are mainly concerned with transport and water, for which the promoters do not need substantial SIB assistance. However, it is possible that this decrease could be offset by an increase in support to Councils in the management and delivery of their projects.
ISNI development will not begin again until 2020.	The current ISNI should be published shortly alongside the PfG. By the time the next iteration is required new arrangements involving the Department of Infrastructure may be in place that see SIB performing a different role.
SIB support to the Education Authority will reach a conclusion.	SIB's work on the establishment of the Education Authority is drawing to a close and will end in the early part of the planning period.

Appendix D: NICS Board Letter of Expectation

[DN: Insert when approved]

Appendix E: Key Targets for 2018-19

Ministerial Priority	Operational Area (Target Type)	Linkages to PfG Outcomes (See page 33 et seq)	Actions	Ref	Performance Targets
Delivering the Programme for Government	Strule (FP)	5, 7, 9, 10, 12	SIB will provide a Construction Manager for the Strule Programme.	1	Completion of Site Preparation Works by Q1 2018. The main campus construction contract will have been let by October 2018]. Completion of Strathroy Link Road by Q4 2018.
	Urban Villages (RSP)	1, 3, 4, 5, 6, 7, 8, 9, 10, 12	SIB will provide a Programme Delivery Team for UV.	2	To complete the 2018/19 programme of community-led projects (circa £1.25M across the five Urban Village areas) by March 2019.
	Social Investment Fund (RSP)	1, 3, 4, 5, 6, 7, 8, 9, 10, 12	SIB will provide a team of Project Managers to support the SIF.	3	To achieve the milestones set in the SIF delivery plans, including: <ul style="list-style-type: none"> • Completion of 5 Community Hubs by July 2018. • Completion of Taughmonagh Healthy Business Centre by November 2018.
	3PD Community Care (RSP)	3, 4, 8, 12	SIB will provide legal and financial advice to the 3PD Programme.	4	The contract for the Lisburn Primary Care Centre will have been awarded by June 2018.
	FE Colleges Programme (RSP)	3, 6, 12	SIB will provide two project managers to the programme.	5	Construction of the Armagh campus will have begun by April 2018. Planning permission for all other campuses will have been granted by June 2018.
	NIFRS Training College (FP)	7, 12	SIB will provide a project manager for the programme.	6	OBC2 will be approved by October 2018.

Ministerial Priority	Operational Area (Target Type)	Linkages to PfG Outcomes (See page 33 et seq)	Actions	Ref	Performance Targets
	Ebrington (RSP)	1, 3, 4, 12	SIB will provide a team of project managers to work on the regeneration of Ebrington.	7	The Enterprise Hub will open in May 2018. Construction of the access road will begin by June 2018. Construction of the Ebrington Office Accommodation Project will begin by October 2018.
	Casement Park (FP)	6, 9, 10, 12	SIB will provide a project manager for Casement Park	8	The Casement Park project will have obtained planning permission by July 2018.
	arc21 (RSP)	1, 2, 12	SIB will provide a project manager for arc21.	9	arc21 will have called for final tender submission by December 2018.
	Strategic Support Unit (Capability)	As per requirements.	SIB will maintain a Strategic Support Unit capable of meeting the requirements of its partners.	10	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
Investment Strategy	ISNI Team (Enabling)	1, 2, 10, 11	SIB will maintain the ISNI Support Team.	11	To provide monthly ISNI DTS reports that are complete and accurate to all stakeholders.
	ISNI Team (Enabling)	1, 2, 10, 11		12	By March 2019, to have developed two new infrastructure planning models.
Asset Management	Asset Management Unit (Enabling)	1, 3, 4, 10, 11	SIB will staff the Asset Management Unit	13	See <i>Asset Management Action Plan</i>
	Asset Management Unit (RSP)	10, 12	Reform of Property Management Programme (Invest to Save Projects)	14	To achieve the milestones set in the RPM delivery plans.
Support to Local Authorities	Council Support Unit (Capability)	As per requirements.	SIB will provide a Council Support Unit	15	To provide the capability and capacity to respond to the requirements of partners within the required timescales.

Ministerial Priority	Operational Area (Target Type)	Linkages to PfG Outcomes (See page 33 et seq)	Actions	Ref	Performance Targets
Reform	Strategic Advisers (Capability)	12	SIB will provide Strategic Advisers to support Reform projects as required.	16	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
Social Value	Buy Social Team (RSP)	1, 3, 4, 8, 12	SIB will provide staff for the Buy Social team.	17	By March 2019 to have: <ul style="list-style-type: none"> • Produced 3 social value reports for external organisations; • Run 3 CAL courses on Buy Social; • Established a Buy Social Award/Go in Northern Ireland as an annual event.
Corporate Governance	Communications (Capability)	N/A	SIB will provide communications support to programmes and projects.	18	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
	Support to NICS		SIB will provide support to NICS Central HR in respect of its work on the shape of the future Civil Service.	19	[DN: Objective to be agreed with Central HR]
	Finance (Administrative)			20	SIB will manage any underspend within a tolerance level of 1.5%.

Appendix F: The SIB Board

Mr Gerry McGinn	Chairman (from September 2013)	
Mr Duncan McCausland	Non-Executive Director	(since September 2013)
Ms. Marie-Thérèse McGivern	Non-Executive Director	(since September 2013)
Ms Kathryn Thomson	Non-Executive Director	(since October 2015)
Mr Danny McSorley	Non-Executive Director	(since November 2015)
Mr. Brett Hannam	Chief Executive	(since June 2012)

Appendix G: SIB Organisation Chart

Brett Hannam	Chief Executive		
Legal Team			
Gregor Hamilton	Legal Director		
Project Directors and Managers			
John Green	arc21		
Jonathan Porter	HMS Caroline		
Richard Rodgers	RHI Taskforce		
Ruairi Lavery	SRC Project Director		
Kieran Mooney	NRC Project Director		
Paul Wilson	Shared Network Project Director		
Jennifer Morgan	Construction Director: SSEC (DE)		
Ebrington & NW Projects			
Martin Turner	Ebrington & NW Projects Director		
Noel Conway	Ebrington Construction Manager		
Ciaran Doherty	Ebrington Construction Manager		
DfC Community Cohesion Advisory Group			
Denise Stockman	Director		
Rory Miskelly	DfC GAA/Casement Park Project Director		
Phelim Maguire	Project Manager		
Jacqueline Fearon	Head of Capital Delivery		
Asset Management Unit			
Scott Wilson	Head of AMU		
Michael Donnelly	Head of Corporate Finance		
Johnny Moore	Land and Property Advisor		
Kevin Hegarty	Wind Energy		
Ronan O'Hara	Strategic Adviser		
Mark Wishart	Head of Estates Rationalisation		
AMU: Reform of Property Management			
Derek Kennedy	Transformation Director		
Gareth Kimpton	Office Transfer Manager		
Suzanne Allen	Asset Management Adviser		
Christine Williams	RPM Project Manager		
Siobhan White	RPM Project Manager		
Peter Gilleece	RPM Project Manager		
Mags Millar	RPM Project Manager		
Conor McCrory	RPM Project Manager & Procurement Manager: NICSC		
Buy Social Unit			
Mary McKee	Strategic Adviser - Social Regeneration/ Head of Buy Social Unit		
Lisa Beers	Buy-Social Development Officer		
Nuala Griffiths	Buy-Social Development Officer		
Andrea MacLean	Buy-Social Development Officer		
Esther Barnes	Buy Social Development Officer/ISNI DTS Manager		
Lizzie Scott	Business & Research Officer		
Strategic Support Unit			
Patricia Mallon	Head of SSU		
Francis Ashe	SSU Co-ordinator		
SSU: Associate Strategic Advisers			
Kyle Alexander	Therese Hogg		
James Gilchrist	Karen McShane		
Susan Lindsay	John Miskelly		
Richard Macfarlane	Stephanie Morrow		
Colin Maxwell	Angela Reavey		
James McCombe	Colin Stutt		
Philip McDonagh	Sian Thornthwaite		
Mark Graham	Julie Donnelly		
SSU: Business Analysts			
Ciaran Boylan	Niall McGurk		
Lenny Henry	Sarah Villiers		
Research Officers			
Dearbhla Sloan			
Dean McBride			
		Strategic Advisers	
		Anne McCready	United Youth Adviser (TEO, DfE)
		Brenda Burns	Strategic Adviser
		Bryan Gregory	MLKDC Acting Chief Executive (TEO)
		Dave Vincent	Chief Digital Officer, TNI/INI
		John Adamson	Strategic Adviser
		Julie Harrison	Strategic Adviser, Good Relations
		Pat O'Neill	Strategic Adviser
		Patrick McMeekin	Economic Adviser
		Paul Priestly	Strategic Adviser
		Roy Bell	Procurement Adviser: EnergyWise (DFC, TEO, DfE)
		Wesley Emmett	Organisational Development & Recruitment Advisor
		Investment Strategy, Research & Data Exploitation	
		Martin Spollen	Chief Investment Officer
		Johann Gallagher	Economic Adviser
		Paul McWilliams	Data Analytics Associate
		Social Investment Fund (SIF)	
		Kenny Knox	SIF (Revenue Projects)
		Darryl Petticrew	SIF Project Manager
		Urban Villages	
		Stephen McGowan	Strategic Programmes Manager
		Jane McCarthy	Creative & Strategic Projects Manager
		Justine Daly	Urban Design and Physical Regeneration Manager
		Ciaran McGurk	Capital Delivery Manager
		Emma Donnelly	Local Co-ordinator
		Joe Hinds	Local Co-ordinator
		Maureen Fox	Local Co-ordinator (Derry~Londonderry)
		Joy Hadden	Local Delivery Manager
		Donna McGuckin	UV Administrative Co-ordinator
		Jonathon Fulton	UV Marketing and Communications Delivery Officer
		Carl Southern	Capital Projects Sponsor (Technical)
		Education Authority Implementation Team	
		John Jennings	ICT Projects Manager
		Alison McVitty	Associate Recruitment Specialist
		Northern Ireland Digital Catapult	
		Tom Gray	NI Digital Catapult Director
		Nigel McAlpine	NI Digital Catapult Immersive Lab Lead
		Adam Wallace	NI Digital Catapult Co-ordinator
		Council Support Unit	
		Alan McVicker	Council Support Unit/ SBRI Projects
		Jonathan Gray	Project Director, DCDCS/ CC&Gs
		Nick Harkness	Project Manager: Causeway Coast and Glens
		Alan Campbell	Project Manager: Mid and East Antrim Council
		Andrew Stevenson	Programme Manager: ABC Borough Council
		Fergal McNicholl	Project Manager: DCSDC
		Mike Smith	SBRI Adviser
		Colin McCrossan	Project Manager
		Adrian Grimshaw	Project Manager: Newry Civic Centre
		Communications	
		Jean Wylie	Director of Communications and Marketing
		Rachel Edwards	Manager of Communications and Marketing
		Maggie Cassidy	Marketing/ Communications Officer (maternity leave)
		Administration	
		Alison Stafford	Interim Finance Manager
		Louise Johnston	Finance Manager (maternity leave)
		James McLlroy	Deputy Finance Manager
		Noreena Coll	Finance Officer
		Joyce Agnew	Finance Assistant
		Sam Pringle	Information & Compliance Manager
		Ursula Doherty	HR Manager
		Catherine Hughes	HR Officer
		Karen Smith	Associate HR Adviser
		Helen McNeill	PA to CEO
		Elaine Allen	Receptionist