

BUSINESS PLAN 2019-20

Author: Brett Hannam
Status: Approved by SIB Board on 25 March,
Updated 18 April with revised budget figures, Updated following TEO input May/June 2019. Approved
by TEO Board 26 June 2019
Date: 19 June 2019

TABLE OF CONTENTS

Contents

Foreword	1
Responsibilities	2
People	3
Resources	4
Governance	5
Delivery Partners	5
Priorities	6
Delivery	6
Measuring Progress	8
Appendix 1: Activities in 2018-19	9
Appendix 2: Organisation Chart	13
Appendix 3: 2019-20 Draft Budget	14
Appendix 4: Letter of Expectation	16
Appendix 5: The SIB Board	20
Appendix 6: The Corporate Plan	21
Appendix 7: SIB Objectives for 2019-20	26

Foreword

OPERATING HIGHLIGHTS

During 2018-19, SIB continued to support the delivery of the outcomes set out in the Programme for Government. We have provided assistance to every government Department and a range of other customers including agencies, arms-length bodies, city and local councils.

Successes during the year included completing Phase 1 of the NIFRS Training centre at Desertcreat; meeting the construction milestones for the Further Education College Programme; achieving the employment targets for the Buy Social Scheme and awarding contracts for the Lisburn Health Centre and Public Sector Shared Network projects. The Progress on Arc21, Casement Park and the Strule Education Campus was hampered by the lack of a decision-making authority. The Asset Management Unit (AMU) achieved all its targets for revenue efficiencies and capital realisations.

The specific contributions we have made to the success of our partners during 2018-19 are recorded in Appendix 1.

LOOKING AHEAD

The plan has been prepared at a time of considerable uncertainty. The lack of a fully-empowered regional decision-making authority; the impact of BREXIT on investment and the outworkings of the RHI Inquiry create a planning context which must accommodate many different possible scenarios for the coming year. This plan should therefore be seen as contingent on external circumstances and the Board will adapt it to changing situations and risks when modifications are necessary.

Gerry McGinn
Chairman

April 1, 2019

Responsibilities

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.

SIB has four responsibilities. Firstly, we prepare 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 Ministers in the Executive Committee of the Northern Ireland Assembly, ('the Executive'). At the time of writing, the latest revision of the ISNI is awaiting approval by the Executive. 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.

Secondly, we assist the public sector to develop and deliver investment programmes and projects. Our role is to work in partnership with public bodies to accelerate project schedules and obtain better value for the taxpayer. We supply staff to fill senior project management and advisory roles in support of partner organisations.

Thirdly, SIB contains the Executive's 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 successful delivery of the AMS.

Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery. We use government and other data to inform infrastructure planning; we promote the use of 'Buy Social' to improve the social return on investment; we develop specialist skills and capabilities and we carry out research and analysis.

The purpose of the Northern Ireland Programme for Government (PfG) is to improve wellbeing for all by tackling disadvantage and driving economic growth. Our work contributes to the successful achievement of this objective by enabling our partner organisations in the public sector to achieve their PfG outcomes and indicators. The linkages between these and the work of SIB are set out in 'Section 4: Delivery' below.

People

SIB employs some 115 staff who are organised in groups and teams:

- **SIB Advisory:** which provides specialist technical, legal, research, procurement and communications support to partner organisations;
- **SIB Construction:** which manages regionally significant capital projects for departments and councils;
- **SIB Assets:** which advises the public sector on the effective and efficient use of public assets and promotes the reform of property management;
- **SIB Digital:** which contains the Data Analytics, Research and Exploitation Unit, the NI Digital Catapult and which manages digital projects;
- **SIB Social:** which contains teams working on Buy Social, Urban Villages and Social Investment; and
- **SIB Corporate:** which manages SIB support services; Finance, Human Resources, Information and Compliance.

An organisation chart, showing SIB's team structure and staff currently in post can be found at Appendix 2.

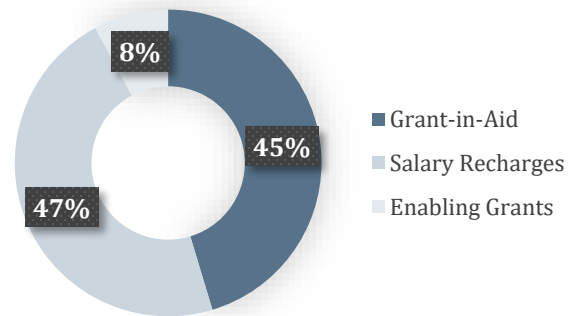
RESOURCES

Resources

SIB receives grant-in-aid funding from TEO and recharges partner organisations in respect of the salaries of its staff where these posts are funded by the partner. The sources and applications of these funds are shown below and more detailed information is in Appendix 3.

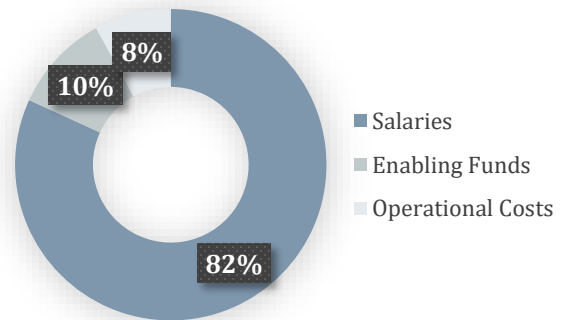
Source of Funds

Grant-in-Aid	£4,911,830
Salary Recharges	£5,070,182
Ring-fenced Funds	£854,000
Total Income	£10,836,012



Application of Funds

Salaries	£8,865,115
Enabling Funds	£1,108,000
Operational Costs	£862,897
Total Expenditure	£10,836,012



Governance

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. These are expressed in an annual 'Letter of Expectations'. A copy of the latest of these letters is contained in Appendix 4.

SIB is a part of the public sector, but our staff are not civil servants and are employed on different terms and conditions.

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 5.

The Board operates three committees: the Audit Committee, which provides assurance to TEO, as shareholder, that our financial and other control systems are operating effectively; the Communications Committee, which scrutinizes and supports our strategic communications and engagement work; and the Remuneration Committee, which approves senior appointments and salaries and scrutinizes recruitment.

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

Delivery Partners

SIB works with organisations across the entire public sector, including government departments, councils and arms' length bodies.

SIB has no powers of direction and may only work at the request of the organisations we support.

Priorities

SIB's vision is that Northern Ireland will build and sustain a public social and physical infrastructure fit for the needs of all its people.

Our long-term organisational goal is that we continue to have the capacity and capability to respond to all reasonable requests for assistance.

Our Corporate Plan is set out at Appendix 6. This sets out our medium-term strategic priorities, objectives and outcomes for the period 2019-22. It also describes our operating strategy and our annual demand assessment exercise.

SIB's priority work for the year 2019-20 will be:

- To continue to deliver, to time and budget, the programmes and projects that we lead and support;
- To deliver cash savings through improving the efficient use of government assets;
- To improve the quality of public-sector decision-making through original research and the innovative analysis and exploitation of data;
- To improve the social return on public procurement by extending the use of 'Buy Social' models; and
- The implementation of the recommendations of TEO's 2018 review of SIB.

Delivery

Appendix 7 contains our work plan for the year 2019-20. This sets objectives for each of our major programmes, projects and functional areas. It describes our targets and actions, the contribution these will make to specific PfG outcomes and identifies the staff responsible for their achievement.

SIB pursues five types of objective. These are listed below and identified in the list of objectives by the relevant acronym.

- a) Targets related to 'flagship projects' as defined by the Executive (FP);
- b) Targets related to regionally significant projects (RSP);
- c) Targets that support or enable the achievement of other objectives or targets such as, for example, the development of Strategic Infrastructure Planning Models, revenue efficiencies and capital realisations (E);
- d) Targets related to corporate governance and administration (G).

PRIORITIES & DELIVERY

- e) Targets related to the establishment and maintenance of capabilities such as, for example, the Strategic Support Unit, which completes short-term specialist assignments (C).

Targets in category (e) do not have specific milestones attached to them. However, specific operational targets for these teams will arise during the year.

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.

The AMU has a separate work plan that is approved by the Asset Management Programme Board. This plan is attached at Appendix 7.

Measuring Progress

SIB operates within a performance management framework that is consistent with the FABRIC¹ approach to performance information. It includes the following elements:

- Annual assessment of the benefits and achievements SIB has delivered;
- Bi-annual assessments of delivery against the Ministerial Letter of Expectations;
- Quarterly reporting of progress with the implementation of this Business Plan;
- Quarterly assessments of the ongoing deliverability of Business Plan outcomes;
- Quarterly reports on all Programmes, Projects and activities undertaken by SIB;
- Immediate exception reporting should the successful achievability of desired outcomes be doubted;
- Feedback on all assignments undertaken by the Strategic Support Unit and the work of the Council Support Unit;
- Feedback from partner organisations on the work of the performance and outcomes of the individual SIB staff supporting them.

¹ Choosing the Right FABRIC - A Framework for Performance Information, HM Treasury et al, March 2001.

APPENDIX 1: ACTIVITIES IN 2018-19

Appendix 1: Activities in 2018-19

During 2018-19, the Strategic Investment Board:

- Provided Directors or Managers for the following programmes and projects:
 - Strule Education Campus;
 - NI Fire & Rescue Service (NIFRS) Training College at Desertcreat;
 - Casement Park;
 - Urban Villages programme;
 - Social Investment Fund capital and revenue projects;
 - Department of Finance Reform of Property Management project;
 - Arc21 Waste Management procurement;
 - Southern Regional College Campus programme
 - Northern Regional College Campus programme
 - HMS Caroline project;
 - Ebrington capital projects;
 - North Coast Sports Village;
 - Government Shared Data Centre;
 - Public Sector Shared Network project;
 - Ultrafast Broadband (Project Stratum);
 - South Lake Leisure Centre;
 - Newry Civic Centre project
 - United Youth programme; and the
 - Tackling Paramilitarism programme.
- Provided data analytical support to departments and ALBs;
- Completed a range of research projects for the Department of Infrastructure and others; and
- Managed the Investment Strategy Northern Ireland Delivery Tracking System and project pipeline.

With support from our partners we:

- Delivered over 365 person years of employment through the Buy Social initiative;
- Obtained £17m through capital realisations;
- Managed £175m of loans of Financial Transactions Capital; and
- Developed and implemented asset management plans.

Specifically, the Strategic Investment Board:

- Supported **The Executive Office** by:
 - providing the acting Chief Executive for the MLK Development Corporation;
 - providing a team to work on the Urban Villages programme;
 - providing project managers to the Social Investment Fund capital and revenue programmes;
 - providing a director and project managers to deliver capital projects at Ebrington; and
 - reviewing existing PPP/PFI contracts.

APPENDIX 1: ACTIVITIES IN 2018-19

- Supported the **Department of Finance** by:
 - operating the Asset Management Unit;
 - providing a transformation director, office transfer manager and project managers for the Reform of Property Management programme;
 - providing a project manager for the Government Data Centre project and the Public Sector Shared Network project;
 - establishing the Consolidation of Depots and Warehouses project;
 - assisting with the procurement of the Investment Fund and
 - operating the 'Buy Social' unit to promote the delivery of social value in public sector procurement.
- Supported the **Department of Education** by:
 - providing a construction manager and leading the communications function for the Strule Educational Campus programme;
 - providing a strategic advisor, human resources advisor and IT projects manager to the Education Authority;
 - providing communications advice to the Education Transformation programme; and
 - providing data analytical support to the department's schools and transport planners.
- Supported the **Department for Infrastructure** by:
 - advising on the regeneration element of the Weavers Cross project;
 - advising on the upgrade of street lighting;
 - advising Translink on income improvement and the optimisation of its internal property management function;
 - assisting NI Water with negotiations and the development of a business case for the acquisition of development rights for a £7m solar project;
 - completing a range of thematic research projects; and
 - advising NI Water on the acquisition of Project Alpha.
- Supported the **Department of Health** by:
 - providing a project manager for the NIFRS College at Desertcreat;
 - providing data analytical and dynamic systems modelling support;
 - advising on a programme of revenue funded investment in primary health care facilities (including the preparation of business cases; the conduct of bidder negotiations and the provision of legal advice);
 - providing data analytical support;
 - advising on the reform of GP Out of Hours services; and
 - advising on the development of the 111 and National Pandemic Flu service.
- Assisted the **Department of Justice** by:
 - providing a director and economist for the Tackling Paramilitarism programme;
 - providing a technical adviser on historical enquiries;
 - providing legal advice to the Causeway 2 project; and
 - providing property advice to the Courts Service.
- Supported the **Department for Communities** by:
 - providing the GAA with a project manager for Casement Park;

APPENDIX 1: ACTIVITIES IN 2018-19

- providing an embedded team to advise the Engaged Communities group on infrastructure planning and delivery;
 - providing project management support to urban development in Portrush;
 - providing advice to the Arts Council and Ulster Orchestra; and
 - providing support for the procurement of the Department for Communities Strategic Planning Framework.
- Supported the **Department of Agriculture, Environment & Rural Affairs** by:
 - providing a project manager for the arc21 residual waste management infrastructure project;
 - providing strategic advice on waste management;
 - advising on the Mobuoy Road SBRI Project; and
 - leading the Circular Economy task and finish group.
- Supported the **Department for the Economy** by:
 - providing a director for the RHI Task Force;
 - drafting the Energy Management Strategy and establishing the Energy Management programme;
 - providing a project manager for the HMS Caroline project;
 - providing a project manager for the United Youth project;
 - providing a Chief Digital Officer to TNI;
 - providing a project director for the Ultrafast Broadband project (Project Stratum);
 - establishing and staffing the Digital Catapult NI and Immersive Laboratory;
 - providing project managers for the Southern and Northern Regional Colleges capital investment programmes;
 - supporting work to promote the economic development of Kilkeel; and
 - administering the Department's Financial Transaction Capital loan portfolio.
- Supported the **Charities Commission** and **Invest NI** through the provision of data analytical support.
- Supported **Belfast City Council, Ulster University** and **Queen's University, Belfast** by advising on City Deal projects.
- Supported **Derry City and Strabane District Council** through:
 - the provision of a property advisor;
 - management of the Community Centres Capital programme; and
 - the development of Foyle Street regeneration proposals.
- Supported **Armagh, Banbridge and Craigavon Council** by providing a project director for the South Lake Leisure Centre and Armagh Leisure Village.
- Supported **Newry, Mourne and Down District Council** by the provision of a project manager and the procurement of a development partner for the Newry Civic Centre project and.
- Supported **Causeway Coast and Glens Council** through the provision of a Capital Projects Director and a project manager.
- Supported **Mid and east Antrim Council** through:
 - the provision of a project manager;
 - the provision of a property advisor; and
 - the establishment of the Carrickfergus Regeneration Partnership Board.

APPENDIX 1: ACTIVITIES IN 2018-19

- Supported other councils by providing strategic, communications and other advice.
- Provided 1,850 days of support on 95 assignments to departments and councils through the deployment of Associate Strategic Advisers;
- Supported departments and other organisations through the provision of recruitment and communications advice; and
- Completed a programme of research in partnership with the Economic Policy Centre, Ulster University.

APPENDIX 2: ORGANISATION CHART

Appendix 2: Organisation Chart

Brett Hannam Chief Executive

SIB Advisory

Gregor Hamilton Legal Director

Strategic Advisers

Bryan Gregory Acting Chief Executive, MLKDC (TEO)
 Brenda Burns Strategic Adviser
 John Adamson Strategic Adviser
 Pat O'Neill Strategic Adviser
 Paul Priestly Strategic Adviser
 Johann Gallagher Head of Research and Evaluation
 Roy Bell Procurement Adviser
 Wesley Emmett Organisational Development & Recruitment Adviser
 Denise Black Organisational Development Director (DVA)
 Alison McVitty Associate Recruitment Specialist (EA)
 Tony Fuller Technical Adviser - (DoJ)
 Richard Rodgers Energy Adviser (DFE)
 Anne McCreedy United Youth Adviser (TEO, DFE)

Strategic Support Unit

Patricia Mallon Head of SSU
 Francis Ashe SSU Co-ordinator
 Dean McBride SSU/CSU Research Officer

SSU: Associate Strategic Advisers

Julie Donnelly Karen McShane
 James Gilchrist John Miskelly
 Mark Graham Stephanie Morrow
 Therese Hogg John O'Neill
 Susan Lindsay Angela Reavey
 Colin Maxwell Colin Stutt
 James McCombe Sian Thornthwaite

SSU: Business Analysts

Ciaran Boylan Sarah Villiers
 Lenny Henry Richard Weir
 Caroline Maxwell

Strategic Communications

Jean Wylie Director of Communications and Marketing
 Rachel Edwards Manager of Communications and Marketing
 Deborah Waugh Events/Communications Officer

SIB Digital

Investment Strategy, Research & Data Exploitation

Martin Spollen Chief Investment Officer/Head of DARE Unit
 Paul McWilliams Data Analytics ASA: DARE Unit
 Sarah Wylie Lead on System Dynamics Modelling
 Aaron Gorman Data Science Analyst: DARE Unit

Northern Ireland Digital Catapult

Adrian Johnston Director
 Nigel McAlpine Immersive Lab Lead
 Adam Wallace Co-ordinator
 Sue McGuire Business Development Manager

Digital Projects

Paul Wilson Project Director: Shared Network
 Dave Vincent Chief Digital Officer, TNI
 Nigel Robbins Project Director: Broadband Investment

SIB Corporate

Corporate Services

Louise Johnston Finance Manager
 James McIlroy 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

SIB Construction

Project Directors and Managers

John Green arc21 Project Manager
 Ruairi Lavery SRC Project Director
 Kieran Mooney NRC Project Director
 Jennifer Morgan SSEC Construction Director
 Rory Miskelly Casement Park Project Director
 Conor McCrory NICSC & RPM Project Manager

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
 Jacqueline Fearon Head of Capital Delivery
 Andrew Dudley Technical Project Sponsor
 Jonathan Porter Project Manager
 Phelim Maguire Project Manager

Council Support Unit

Alan McVicker Council Support Unit/ SBRI Projects
 Jonathan Gray Project Director, DCSDC/ CC&Gs
 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
 John Beggs Project Manager: Causeway Coast and Glens

SIB Assets

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
 Alison Clydesdale Project Manager - Energy
 Justine Daly Urban Design and Physical Regeneration Manager

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
 Patrick McMeekin Economic Adviser

SIB Social

Buy Social Unit

Mary McKee Head of Buy Social Unit
 Lisa Beers Buy-Social Senior 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 Buy Social Development Officer (maternity cover)

Social Investment Fund (SIF)

Kenny Knox SIF (Revenue Projects)

Urban Villages

Stephen McGowan Strategic Programmes Manager
 Jane McCarthy Creative & Strategic Projects Manager
 Ciaran McGurk Capital Delivery Manager
 Joe Hinds Local Co-ordinator
 Maureen Fox Local Co-ordinator (Derry~Londonderry)
 Joy Hadden Local Delivery Manager
 Jonathon Fulton UV Marketing and Communications Delivery Officer
 Carl Southern Capital Projects Sponsor (Technical)

Tackling Paramilitarism Programme

Julie Harrison Programme Director
 Maureen O'Reilly Economist and Outcomes Adviser

APPENDIX 3: DRAFT BUDGET

Appendix 3: 2019-20 Budget

INCOME

Grant in Aid from TEO	£4,911,830
Salary Recharges	£5,070,182
Other Ring-Fenced Income	£854,000
Total:	£10,836,012

EXPENDITURE

Salaries

Staff Salaries	8,778,115
2019/20 Pay Remit	£87,000

Enabling

AMU	£550,000
ISNI	£20,000
Buy Social	£30,000
Council Support Unit	£30,000
Primary Care	£40,000
Urban Villages	£150,000
Digital Catapult	£50,000
Executive Coaching	£15,000
Project Development	£223,000

Operational

Office Accommodation	£210,000
Audit & CPD & Professional Costs	£37,000
Director Costs	£64,000
Travel, Accommodation & Subsistence	£90,000
IT Fees	£215,000
Training	£85,000
Mobile Phones & Postage	£45,000
Miscellaneous Operational Costs	£35,000
Communications	£30,000
Stationery	£10,000
Computer Software & Hardware	£11,897
Conferences	£20,000
Hospitality	£5,000
Equality Support	£5,000

Total: £10,836,012

APPENDIX 3: DRAFT BUDGET

APPENDIX 4: LETTER OF EXPECTATION

Appendix 4: Letter of Expectation

[DN: The 2017-18 Letter of Expectation was signed on behalf of TEO in December 2018. It is included here as it is unlikely an updated version will be available before the publication of this business plan.]

**STRATEGIC POLICY, EQUALITY & GOOD
RELATIONS DIRECTORATE**

Mark Browne
Director
Room E4.10
Castle Buildings
Stormont
BELFAST, BT4 3SR

Telephone: 028 905 23148



The
Executive Office
www.executiveoffice-ni.gov.uk

E-mail: mark.browne@executiveoffice-ni.gov.uk

Mr Gerry McGinn
Chair, Strategic Investment Board
5th Floor, Lighthouse Building
1 Cromac Place
Gasworks Business Park
Belfast
BT7 2JB

21 December 2018

Dear Gerry

I am writing to you formally setting out the TEO and the other departments' expectations of the Strategic Investment Board (SIB) for the year 2018/19. This letter documents departments' priorities and requirements in so far as is possible in the absence of Ministers.

As you know, given the absence of Ministers, a different process of consultation across departments was undertaken to inform the letter. Consequently, there has been some delay in formally writing to you but I am assured that you were working to the priorities and requirements set out in the draft letter.

At the time of writing, there is no Executive and this letter is in place of that which has been sent to you in previous years by the First Minister and deputy First Minister. Once the Executive has been re-established we expect that Ministers will again set out their own priorities and requirements.

In the interim, the Outcomes Delivery Plan sets out the actions departments intend to take during 2018/19 to give effect to the previous Executive's objective of "improving wellbeing for all – by tackling disadvantage and driving economic growth".

As SIB's sponsor department we expect that SIB will support departments to deliver the actions set out in the Outcomes Delivery Plan by deploying appropriately skilled and experienced staff in specific roles; by providing specialist expertise and advice and by supplying whatever other assistance they may require of you, within your statutory remit. We expect you to maintain the capability to respond effectively to such requests.

1

APPENDIX 4: LETTER OF EXPECTATION

The focus of the Outcomes Delivery Plan is on working in a collaborative manner to achieve impact in a way that is not constrained by siloed thinking and departmental structures. It requires the additional mobilisation and alignment of local councils, the private and third sectors and we expect that you will work across organisational boundaries to help departments ensure these partnerships are effective and productive.

The Investment Strategy

The Investment Strategy seeks to set out the government's plans for the use of its capital budget. We expect that you will continue to report to us on the implementation of the Investment Strategy 2011-21 and will provide us with advice on a new iteration at the appropriate time. You will continue to publish the regional investment pipeline and will ensure that the updated ISNI Delivery Tracking System meets the requirements of stakeholders in the public and private sectors.

Asset Management

We expect 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 those plans that Ministers previously approved. You are to 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, review of operational PFI contracts, commercialisation, transformation, income generation and promoting the optimum utilisation and disposal of assets, including support for the Executive's Community Asset Transfer policy.

We also expect AMU to 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.

Project Management, Procurement and Contract Management

We expect you to provide expertise on project management, procurement and contract management at the request of Departments and other customers. In doing so we expect you to work with Central Procurement Division (CPD) and other Centres of Procurement Excellence (COPEs) to ensure that expert and timely advice is available to departments on procurement and other matters. You should ensure that support provided is complementary to that available internally in the departments. Where appropriate, expertise and knowledge should be transferred to departmental/COPE staff in the course of supporting projects and programmes.

Support to Local Authorities

Having established a team within SIB to support local councils, you are to continue to develop its capacity and capabilities in line with the requirements of these

APPENDIX 4: LETTER OF EXPECTATION

authorities. We expect you to encourage cooperation between departments and councils, and between councils and other councils. Where desirable, you are to assist local authorities to use the full range of their powers, including those of prudential borrowing and joint working with the private sector, to achieve these ends.

Reform

Progress towards the outcomes contained in the draft PfG within the available budget will require the substantial transformation of public service delivery. SIB is to continue to support departments in this work.

We expect SIB to develop and extend its capability and capacity to use government and other data to inform policy development, resource utilisation and operational planning. Where appropriate, we expect you to identify opportunities for improving strategic coherence and delivering transformational change.

Urban Villages and the Social Investment Fund

The successful delivery of the Urban Villages programme is a key action within the good relations and anti-sectarianism strategy, "Together: Building a United Community". The Social Investment Fund is a key programme seeking to tackle deprivation.

You are to assist TEO and its partners deliver the capital and revenue projects set out in the Urban Villages Frameworks and SIF programme plan.

Social Value

Departments are committed to achieving the maximum social value from public sector investment and procurements. Further to this you should develop the public sector's use of the 'Buy Social' approach by extending its use in the supply of contracts in construction and services; by developing the use of brokerage schemes; by developing and delivering a range of training courses; by advising commissioners on its application to specific contracts; and by building support for the scheme from the private and third sectors.

We expect you to work with CPD, BSO, Local Authorities and other key stakeholders to develop effective mechanisms capable of measuring the impact of this work and provide the Procurement Board with regular reports on the benefits it is delivering.

Corporate Governance

SIB is to maintain the highest standards of corporate governance and financial management. In particular, it will continue to comply with all the directions and procedures set out in its 'Management Statement and Financial Memorandum'. SIB is to maintain its close working relationship with officials in The Executive Office, responding positively to its information and reporting requirements.

SIB is to adhere strictly to the 'no surprises' policy. The SIB Board is to be sensitive to the interests of TEO and the departments and we expect to be informed well in

APPENDIX 4: LETTER OF EXPECTATION

advance of any material or significant events, transactions or other issues relating to the activities of SIB and the projects it supports that may be contentious or could attract public interest, whether positive or negative.

SIB is to continue to operate within its budget, matching expenditure to its income. Where necessary, you are to agree cost-recovery arrangements with departments, local authorities and other partner organisations in order that you may continue to provide the services that they require.

You are to ensure that SIB is capable of responding effectively to the changing requirements of its partners. In particular you are to ensure that you have the capability and capacity to provide the additional specialist staff that might be needed to meet such requirements.

The SIB Board will maintain its understanding of the organisation's business and cost drivers. It will identify opportunities to make efficiencies in its operations and reduce its costs.

SIB is to continue to improve the scope and beneficial impact of the services it provides.

The findings of the SIB Review will be implemented during the coming year. The Sponsor Branch will liaise with you in respect of the action plan for implementing the recommendations.

We look forward to in due course to hearing your report on how SIB is delivering against these expectations.

This letter is copied to Brett Hannam and Siobhan Broderick for information.

Yours sincerely



MARK BROWNE (DR)

APPENDIX 5: THE SIB BOARD

Appendix 5: The SIB Board

Mr Gerry McGinn	Chairman	(since September 2013)
Mr Duncan McCausland	Non-Executive Director	(since September 2013)
Ms. Kathryn Thomson	Non-Executive Director	(since September 2015)
Ms. Marie-Thérèse McGivern	Non-Executive Director	(since September 2013)
Mr Danny McSorley	Non-Executive Director	(since November 2015)

Appendix 6: The Corporate Plan

STRATEGIC PRIORITIES

SIB derives its strategic priorities from the outcomes defined in the draft Programme for Government (PfG) Outcomes Framework. All SIB's work will contribute to the achievement of these outcomes.

In line with the draft PfG, the over-arching priority for SIB is "improving wellbeing for all – by tackling disadvantage and driving economic growth".

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.

APPENDIX 6: THE CORPORATE PLAN

SIB MEDIUM TERM OBJECTIVES, OUTCOMES AND TARGETS

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 and programmes in accordance with the plans set out in the Investment Strategy and the principles of economic, social and environmental investment and sustainability;
- to seek effective ways to accelerate the investment timetable without compromising good governance or 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 and operation 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.

The indicators of success for 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 maximizing the return on available capital budgets;
- 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;

APPENDIX 6: THE CORPORATE PLAN

- SIB has met the targets set for it for the use of Financial Transactions Capital (including supporting the 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 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

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, NICS HR and the Civil Service Commissioners for Northern Ireland.

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 normally develop policy but may provide specialist input to policy development.

SIB has no powers of direction and may only work at the request of the organisations it supports. SIB aims to ensure that it has the capacity and capability to respond to all reasonable requests made of it (subject to the cost-recovery arrangements noted below).

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.

In undertaking all of the above, SIB and its partners 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

APPENDIX 6: THE CORPORATE PLAN

implementation of best practice in procurement will incorporate those elements identified as capable of better promoting equality of opportunity.

DEMAND ASSESSMENT

We have reviewed our assumptions in respect of the level of customer demand for our services during the planning period. These are set out in below. (A more detailed analysis can be found in HPRM FI1/18/1176615.) These assumptions have been taken into account in both the Corporate and Business Plans.

WE WILL DO THIS NEW WORK

We 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 no reason to suppose that this will change during the next five years. Examples of unforeseen responsibilities assumed during the current year include: Tackling Paramilitarism; DfE Energy Directorate; DVA Organisational Development, Broadband Investment, National Monuments and Armagh Leisure Village
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, loan management, asset finance, estates rationalisation, housing and regeneration.

WE WILL DO MORE OF THIS WORK

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 unit self-financing by 2020-21.
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 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.
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 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 as it has been successful in attracting further funding from central government.

APPENDIX 6: THE CORPORATE PLAN

The Communications Team will extend the range of projects it supports	The Comms team supports partners through the provision of strategic communications advice. The 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.
Research	SIB will extend the scope of its research function, providing chargeable support to central and local government

WE WILL DO ABOUT THE SAME OF THIS WORK

Reform of Property Management Programme	The Reform of Property Management programme will continue in delivery through the planning period to a conclusion in 2023. There is a possibility that the way in which SIB supports the work of DoF in this area will evolve in ways that require some finessing of staffing levels.
Urban Villages	The Urban Villages Programme will, if it has continued political support, continue its delivery phase during the majority of the planning period. This involvement will 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 continue to increase the proportion of its costs recovered from partners in line with its current business plan.
MLKDC	In the absence of agreed way forward, SIB will continue to support the existing MLKDC through the provision of an interim CEO.
ISNI Delivery Tracking/Project Pipeline	There is an ongoing requirement for SIB to monitor and report on the delivery of the Investment Strategy.
Legal Team	The legal director has a steady workload that is expected to continue through the planning period.

WE WILL DO LESS OF THIS WORK

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 ODP does not identify a portfolio of similar future projects. Those projects identified in the ISNI that are mainly concerned with transport do not need substantial SIB assistance. However, it is possible that there may be a requirement for additional support to Councils in the management and delivery of their projects (including those arising from City Deals).
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.

Appendix 7: SIB Objectives for 2019-20

SIB works to support the achievement of the outcomes set out in the Northern Ireland Outcomes Delivery Plan. The overarching objective of the Outcomes Framework is “Improving wellbeing for all – by tackling disadvantage and driving economic growth”. The plan defines the following 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.

The SIB objectives that follow link the organisation’s activities to these outcomes.

APPENDIX 7: OBJECTIVES FOR 2019-20

Priority	Operational Area (Target Type)	Linkages to PfG Outcomes	What We Will Do and When	How Much Will We Do and How Well Will We Do It?
Delivering the Programme for Government	Strule (RSP)	12: We give our children and young people the best start in life. Also: 5, 7, 9, 10	SIB will continue to provide a Construction Director to SSEC throughout 2019-20.	The main campus construction contract will have been successfully let by April 2019.
	Urban Villages (RSP)	9: We are a shared, welcoming and confident society that respects diversity. Also: 1, 3, 4, 5, 6, 7, 8, 10, 12	SIB will continue to provide a team to work on UV throughout 2019-20.	[DN: Awaiting agreement with TEO]
	Social Investment Fund (RSP)	5: We are an innovative, creative society, where people can fulfil their potential. Also: 1, 3, 4, 6, 7, 8, 9, 10, 12	SIB will continue to provide a team of Project Managers to support the SIF throughout 2019-20.	[DN: Awaiting agreement with TEO]
	3PD Community Care (RSP)	4: We enjoy long, healthy, active lives. Also: 3, 8, 12	SIB will provide legal and financial advice to the 3PD Programme until its conclusion.	The contract of the Newry Primary Care Centre will have been successfully awarded by December 2019
	FE Colleges Programme (RSP)	12: We give our children and young people the best start in life. Also: 3, 6	SIB will provide two project managers to the programme throughout 2019-20.	Construction of the Armagh Campus will be complete by end-March 2020. A contract for Craigavon Campus will be successfully let by December 2019. Planning permission for the Coleraine and Ballymoney campuses will be granted by September 2019.
	NIFRS Training College (FP)	7: We have a safe community where we respect the law, and each other.	SIB will provide a project manager for the programme throughout 2019-20.	Phase 2 Planning Approval will be granted by December 2019.

APPENDIX 7: OBJECTIVES FOR 2019-20

Priority	Operational Area (Target Type)	Linkages to PfG Outcomes	What We Will Do and When	How Much Will We Do and How Well Will We Do It?
	Ebrington (RSP)	1: We prosper through a strong, competitive, regionally balanced economy. Also: 3, 4, 12	SIB will provide a team of project managers to work on the regeneration of Ebrington throughout 2019-20.	Achieve planning approval for the Grade 'A' Office project by July 2019. Complete all remaining asset disposals by March 2020.
	Casement Park (FP)	10: We have created a place where people want to live and work, to visit and invest. Also: 6, 9, 12	SIB will provide a project manager for Casement Park throughout 2019-20.	The Casement Park project will have issued a construction notice by June 2019.
	Arc21 (RSP)	2: We live and work sustainably – protecting the environment. Also: 1, 12	SIB will provide a project manager for arc21 throughout 2019-20.	Arc21 will have called for a final tender submission by December 2019.
	Ultrafast Broadband (Project Stratum)	11: We connect people and opportunities through our infrastructure. Also: 1, 2, 5, 6, 10, 12	SIB will provide a project manager for Ultrafast Broadband throughout 2019-20.	The contract for Project Stratum will be awarded by November 2019.
	Tackling Paramilitarism (RSP)	7: We have a safe community where we respect the law, and each other. Also: 3, 9, 10, 12	SIB will provide a project director for the tackling Paramilitarism Programme throughout 2019-20.	Assessment of key projects (including PBNI Aspire, PSNI PCTF, DE and EA interventions and DfC WICT) will be complete by August 2019.
	Public Sector Shared Network (RSP)	11: We connect people and opportunities through our infrastructure. Also: 1, 2, 5, 6, 10, 12	SIB will provide a project director for the PSSN Project throughout 2019-20.	To have migrated to the new WAN by end-September 2019.
	Strategic Support Unit (C)	As per requirements.	SIB will, on an ongoing basis, maintain a Strategic Support Unit capable of meeting the requirements of its partners.	To provide the capability and capacity to respond to the requirements of partners within the required timescales.

APPENDIX 7: OBJECTIVES FOR 2019-20

Priority	Operational Area (Target Type)	Linkages to PfG Outcomes	What We Will Do and When	How Much Will We Do and How Well Will We Do It?
Data Analytics	DARE Team (E) (Data Analytics, Research and Exploitation)	As per requirements.	SIB will, on an ongoing basis, maintain a Data Analytics team capable of meeting the requirements of its partners.	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
Investment Strategy	ISNI Team (E)	10: We have created a place where people want to live and work, to visit and invest. Also: 1, 2, 11	SIB will, on an ongoing basis, maintain the ISNI Support Team.	To provide monthly ISNI DTS reports that are complete and accurate to all stakeholders.
Asset Management	Asset Management Unit (E)	10: We have created a place where people want to live and work, to visit and invest. Also: 4, 10, 11, 12	SIB will, on an ongoing basis, staff the Asset Management Unit.	<i>See Asset Management Action Plan</i>
Support to Local Authorities	Council Support Unit (C)	As per requirements.	SIB will, on an ongoing basis, provide a Council Support Unit	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
Reform	Strategic Advisers (C)	5: We are an innovative, creative society, where people can fulfil their potential. Also: 1, 11, 2	SIB will, on an ongoing basis, provide Strategic Advisers to support Reform projects as required.	To provide the capability and capacity to respond to the requirements of partners within the required timescales.
Social Value	Buy Social Team (RSP)	6: We have more people working in better jobs. Also: 1, 4, 8, 12	SIB will, on an ongoing basis, provide staff for the Buy Social team.	By October 2019 to have gained agreement to a Buy Social approach to ICT contracts. To pilot 12 alternative approaches to including social value in contracts beyond targeted recruitment and training and produce an updated and combined toolkit which reflects this by September 2019.

APPENDIX 7: OBJECTIVES FOR 2019-20

Priority	Operational Area (Target Type)	Linkages to PfG Outcomes	What We Will Do and When	How Much Will We Do and How Well Will We Do It?
Corporate Governance	Communications (C)		SIB will, on an ongoing basis, provide communications support to programmes and projects.	To provide the capability and capacity required to respond to the requirements of partners within the required timescales.
	Support to NICS	N/A	SIB will provide support to NICS Central HR in respect of its work on the shape of the future Civil Service throughout 2019-20.	[DN: Objective to be agreed with Central HR]
	Finance (G)		SIB will work within its budget throughout 2019-20.	SIB will manage any underspend within a tolerance level of 1.5%.

APPENDIX 7: OBJECTIVES FOR 2019-20

AMU - FRAMEWORK FOR THE ASSET MANAGEMENT STRATEGY ACTION PLAN 2019/20

[DN: This framework sets out at a high level the areas that AMU will seek to progress with departments and ALBs over the financial year 2019/20. This will be developed in more detail, with the inclusion of measurable targets, over the next 3 months with the aim of securing NICS Board approval in March 2019.]

Cross-Cutting Initiatives

- Reform of Property Management – AMU will continue to support the Programme with particular emphasis on; ensuring an asset management (rather than estate management) led approach to transformation and finalising proposals for alternative financing of estate rationalisation.
- Asset Management Plans – Consider a refresh of the AMP Guidance and work more closely with LPS to create more formal Asset Management Guidance Notes akin to Procurement Guidance Notes.
- Public Land for Housing – Explore with the Department for Communities whether transactional support is required to improve the conversion of mapping analysis into delivery of housing.
- Public Land and Property Asset Register Project – Support LPS with the delivery of a comprehensive and publicly accessible register of all land and property.
- FTC – Support DoF with the implementation of the recommendations from the FTC Review Paper
- Commence the process of re-procuring the Asset Management Professional Services Framework

Estate Strategies and Portfolio Optimisation

- Continue to support NMNI, AOP, DfI, DAERA, NICTS, DoJ, Local Authorities with the development of estate strategies and how to optimize their estate portfolios
- Develop opportunities in new areas e.g. Higher Education Colleges

Energy Management

- Deliver the action plan included in the approved Energy Management Strategy

Asset Disposal, Appraisal and Development

- Support departments with the delivery of their asset realisation commitments for 2019/20
- Focus support on large and or complex disposals and development opportunities
- Develop proposals to improve asset utilisation
- Continue to provide commercial support for regeneration projects

APPENDIX 7: OBJECTIVES FOR 2019-20

Commercial and Investment Support

- Continue to support Translink with the Belfast Transport Hub and with the commercialisation of their property portfolio e.g. Weavers Cross Regeneration Project, Lanyon Place, Donegal Quay
- Continue to support departments and ALBs with the delivery of PPP efficiencies e.g. DoH, DfI, DE
- Continue to support departments and ALBs with financial restructuring and financial efficiencies e.g. DfE, DfI, NIW, DoF, DoH.
- Further explore the impact of 'Cost of Control' on the affordability of infrastructure investment.
[DN: subject to NICS Board consideration]