



CORPORATE PLAN 2013–2016 & BUSINESS PLAN 2013-14

Author: Brett Hannam
Status: Approved by SIB Board
Date: 26 March 2013

Table of Contents

SIB CORPORATE PLAN 2013–2016.....	5
INTRODUCTION	6
BACKGROUND	6
CORPORATE PLAN FORMAT	8
SECTION 1: THE BUSINESS PLANNING CONTEXT	9
RISKS	12
SENSITIVITIES & SCENARIOS	14
SECTION 2: CORPORATE STRATEGY.....	16
SIB’S CORPORATE STRATEGY	17
SIB BUSINESS PLAN 2013–14.....	29
INTRODUCTION	30
THE BOARD	30
THE ORGANISATION	30
OBJECTIVES & TARGETS.....	31
PRIORITISATION.....	31
BUDGET 2013/14.....	32
APPENDIX A: AMU BUSINESS PLAN	36
APPENDIX B: REVIEW OF 2012/13.....	38
APPENDIX C: IMPLEMENTATION OF THE INVESTMENT STRATEGY	44
APPENDIX D: EXPECTATIONS OF THE FIRST & DEPUTY FIRST MINISTERS	51
APPENDIX E: KEY OBJECTIVES FOR 2013/14.....	55
APPENDIX F: BOARD MEMBERS.....	59
APPENDIX G: SIB ORGANISATION CHART	60
APPENDIX H: SUPPORTED PROGRAMMES & PROJECTS.....	61
APPENDIX I: GLOSSARY OF ACRONYMS.....	63

SIB CORPORATE PLAN 2013–2016

Introduction

1. The purpose of this Corporate Plan is to set out the medium term objectives of Strategic Investment Board Limited (SIB) and describe the corporate strategy it will follow to achieve them. The annual Business Plan develops the Corporate Plan by defining in detail SIB's targets for 2013-14, the resources it will employ and the activities it will undertake.
2. The Asset Management Unit (AMU), which is located within SIB, has produced a separate action plan for its work in 2013/14 that will be submitted for approval by the Executive Committee of the Northern Ireland Assembly. This complements, and is entirely consistent with, SIB's Corporate and Business plans. A copy is attached at Appendix A.

Background

SIB

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

Roles & Responsibilities

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

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

6. SIB has four key responsibilities. Firstly, it prepares the Investment Strategy for Northern Ireland (ISNI). This is a rolling ten-year plan that describes the public infrastructure government intends to deliver. The scope of the ISNI encompasses every area of government including education, health, and transport and is the expression of the priorities of the Northern Ireland Executive ('the Executive'), which published the latest revision of the strategy in October 2012.
7. Secondly, SIB assists the public sector to develop and deliver investment programmes and projects. SIB's role is to work in partnership with government departments to accelerate delivery timetables and obtain better value for the taxpayer. SIB provides staff to fill key project management and advisory roles within departments. Such staff have specialist skills, knowledge and experience that suit them to the particular projects on which they are deployed.
8. SIB has developed expertise and techniques that can assist departments to produce strategic infrastructure planning models. These models inform infrastructure planning decisions by modelling the impact of different options for service delivery.
9. Ministers have asked SIB to work with departments to develop proposals for accelerating and increasing capital spending through the use of revenue funded investment¹ (RFI) mechanisms.
10. Thirdly, SIB contains the Asset Management Unit (AMU). In 2011 the Executive authorised the establishment of this unit within SIB and tasked it with the realisation of £100m of additional capital during the period 2011-2015. The AMU also maintains the ePIMS public sector asset database, assists Departments to develop effective asset management plans and is developing an Asset Management Strategy for the effective and efficient management of public sector property assets.

¹ Revenue Funded Investment (RFI) is a method of paying for infrastructure on a 'pay as you use' basis rather than the conventional 'pay as you build' model. PFI and PF2 are examples of RFI. Instead of buying an asset outright the Executive buys the right to use an asset (a hospital, school or road) which has been built and maintained by the private sector. The government then pays the private sector a fee for such use.

11. Finally, SIB works to improve the capability of the public sector through championing reform in the systems and processes for infrastructure delivery; by developing specialist skills and capabilities and by carrying out relevant research and analysis. An example of SIB's work in this field is the review of the commissioning, procurement and delivery of major capital projects currently being undertaken in partnership with the Department of Finance and Personnel (DFP).

Corporate Plan Format

12. The format of the Corporate Plan is defined in the organisation's Management Statement and Financial Memorandum² (MSFM) and comprises two elements:

Section 1 describes the context within which SIB operates. It begins with a review of the organisation's work in 2012/13 and shows how this supported the achievement of the Executive's objectives. This section also documents those factors that SIB takes into account when determining how it can best reach its own goals and meet the needs of its customers. It sets out those factors that may significantly affect the organisation's ability to execute the plan, including an assessment of key risks. Finally it explains the policy context within which the company operates.

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

² The MSFM was last reviewed in 2012.

Section 1: The Business Planning Context

Review of 2012/13

13. During 2012/13 SIB continued to provide advice to Ministers and Departments in relation to the articulation and delivery of the Executive's major investment programmes. SIB has provided assistance (including research, consultancy, project management and other services) to every government Department and a range of other customers³ including agencies, NDPBs city and local councils.
14. In 2012/13 SIB made significant contributions to the success of its customers in the following areas:
- the publication of the Executive's Investment Strategy;
 - progress on the Lisanelly Campus, Community Safety College at Desertcreat, Belfast Rapid Transit, Waste Management, e-Cars, Colin Regeneration, Prisons Estate, Prison Reform and ESA Implementation programmes, where SIB provides the project directors;
 - the operation of the Maze/Long Kesh (MLK) Programme Delivery Unit (including achieving agreement for the move of the RUAS to the site; the formal establishment of the MLK Development Corporation and the commissioning of Daniel Libeskind as the lead architect for the Peace building and Conflict Resolution Centre);
 - the extension of support to Belfast and Derry~Londonderry Councils in the delivery of investment projects such as the Waterfront Hall Conference Centre and City of Culture;
 - progress with the delivery of over 40 other projects across the pillars of the investment strategy; and

³ The term 'customer' is used here to define those individuals and organisations that SIB supports. Although these are primarily ministers and government departments, the use of the term encompasses Agencies, NDPBs, councils and (where requested by Departments) third sector organisations.

- the achievement of the Executive's targets for the realisation of capital from surplus assets; the population of the ePIMS asset management database and the development of the Executive's asset management strategy.
15. A more extensive account of the work of SIB during 2012/13 is set out in Appendix B.

Implementation of the Investment Strategy

16. The implementation of SIB's Corporate and Business Plans directly supports the achievement of the objectives of the Executive's *Programme for Government* by helping Departments deliver the investment programmes that Ministers have envisioned, defined and prioritised.
17. At the time of writing it is currently expected that around **£1.2bn** will have been invested during the year to end-March 2013. Details of the individual programmes and projects delivered under the Investment Strategy in 2012/13 are contained in Appendix C.

Assumptions, Constraints and Dependencies

18. The First Minister and deputy First Minister have set out their expectations of SIB in a letter to the Chairman (see Appendix D). These requirements define the strategic direction of the company and provide the context within which SIB's Board determines the company's operating strategy.
19. SIB's plans are predicated on a set of assumptions. Some of these assumptions have yet to be verified and thus constitute 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.
20. The Programme for Government, published in March 2012, sets out the Executive's policy goals for the remainder of the period of this Assembly. In accordance with Ministers' instructions, the SIB's work will be focused on supporting the delivery of these objectives. Of the seventy-six targets documented in the Programme for Government, SIB is currently assisting in the delivery of thirteen (18%). These are listed at paragraph 49 below.

21. Ministers determine the resources made available to SIB and the level of such resources has a determinant influence on the capability of the company to meet the needs of its customers. OFMDFM allocated SIB resources for the period 2012-14 in the context of extremely constrained government spending. As a consequence SIB's budget for the year covered by the business plan will be some 4% lower than in 2012/13.
22. The implementation of SIB's plans require the recruitment and retention of high calibre staff with the knowledge, skills and experience necessary to meet the needs of its customers. SIB staff can, however, only operate effectively as part of appropriately staffed and resourced teams established by its customers.
23. The ability of the Asset Management Unit (AMU) to dispose of surplus assets is directly influenced by prevailing market conditions. The likely impact of continuing weak demand for surplus assets is discussed in the section 'Risks' below.

Policy Considerations

24. SIB operates in ways consistent with a set of policies that have been defined by the Board and agreed with OFMDFM. These are documented and published on its web site. They are also consistent with the principles set out in the Programme for Government⁴. The implementation of these policies means that:
25. SIB will continue to act in accordance with the 'Section 75' equality legislation. Over the course of this plan it will meet all its obligations under these regulations and will be guided by the need to ensure that equality of opportunity, fairness, inclusion and the promotion of good relations is embedded in its work;
26. SIB will pursue sustainable development policies and its advisers will ensure that the projects they support pay due regard to sustainability issues;
27. SIB will contribute to the implementation of the government's social policies and support initiatives such as "Lifetime Opportunities". Through initiatives such as 'social clauses' and the organisation's work with procuring authorities it will help ensure that local businesses have the capacity to take advantage of the business opportunities arising from the government's capital spending;

⁴ Programme for Government, 2011-15, page 25.

28. SIB recognises that there are disparities at sub-regional level in infrastructure provision. SIB will help reduce these in accordance with the priorities set out in the Programme for Government and the Economic Strategy; and
29. SIB will meet its obligations under the Freedom of Information Act (2000) and the Environmental Information Regulations (2004). It will continue to publish as much information as possible about its activities as is consistent with the need for commercial confidentiality.

Risks

30. This section examines the major risks arising from the environment in which SIB will operate and sets out SIB's response.
31. Although the overall level of capital investment is lower in the current iteration of the ISNI than those that it succeeded, this has not led to a proportionate reduction in the demand for SIB support. On the contrary, demand has risen rapidly to the point where there is a risk that SIB will be unable to respond to all the requests for help that it receives, particularly from organisations other than central government departments. There is an associated risk that SIB may spread itself too thinly across too many projects and that as a result its effectiveness may be diluted. In line with Ministerial expectations, SIB will continue to manage these risks by carefully prioritising its work and focusing support where it will have the greatest beneficial impact on the most important projects. SIB will also continue to seek co-funding from customers where this is required to achieve their objectives.
32. The Executive has instructed SIB and departments to develop plans to attract over £1bn of private investment into public infrastructure over the period covered by the ISNI. Such investment has the potential to generate almost £3bn of additional economic activity and will support the achievement of wider policy objectives for health, education and transport.
33. The delivery of these plans is subject to a number of risks:
 - Increasing pressures on the revenue budget may make this approach to financing projects unaffordable;

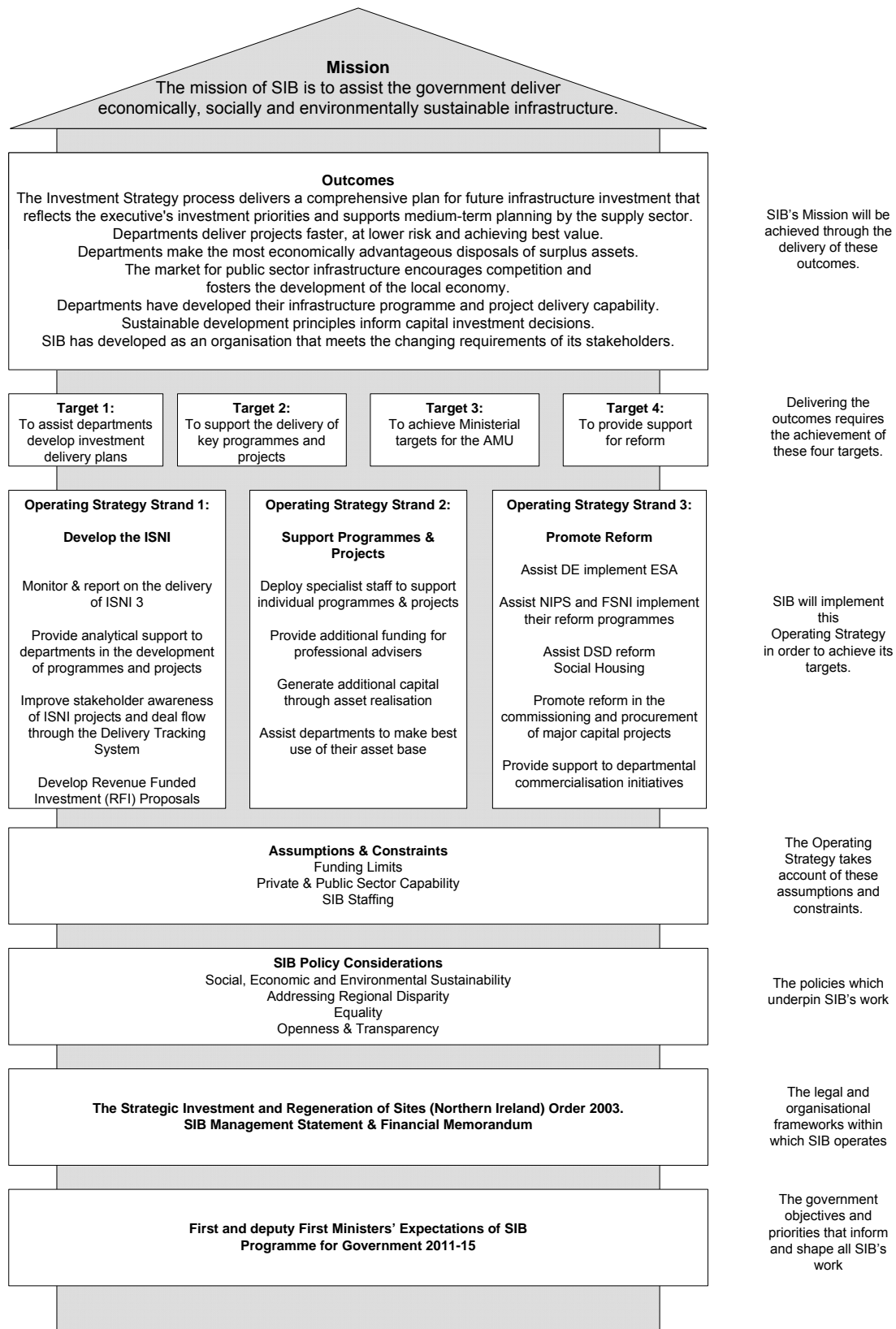
- Revenue funded investment, even if feasible, may fail to deliver value for money;
 - There may be few appropriately constructed investment mechanisms capable of attracting institutional investors to invest in infrastructure;
 - The region must compete with the rest of the world for the limited private capital available.
34. SIB will continue to work with DFP, departments and the private sector to mitigate such risks by bringing forward proposals that conform to DFP requirements, offer value for money and are attractive to potential investors. To this end SIB will deploy the technical, legal and financial expertise required to pursue this programme.
35. The AMU's experience has been that asset values are exceptionally difficult to gauge in the current economic climate. Prices have been highly variable as a result of distressed asset sales, the limited availability of debt and the high yields required by liquid investors. SIB will continue to work to develop the value of the government's surplus assets in order to increase their attractiveness. It will also continue to seek socially valuable alternative uses for assets that are surplus but cannot be sold in current conditions.
36. Although there is a risk that SIB will be unable to attract and retain staff with the required experience, skills and knowledge, this risk continues to be mitigated by the lack of private sector activity. However, the organisation is vulnerable to improvements in the wider economy and to the aspirations of its highly capable staff to develop their careers and experience by moving between organisations. There are more than twenty important programmes and projects, the success of which would be endangered by the loss of key SIB staff. The Board will continue to monitor this position and will, as far as is possible within current pay policy, take the actions necessary to reduce the risk.

Sensitivities & Scenarios

37. The base scenario for the corporate plan is sensitive to the following assumptions:
- a. Capital investment will be as defined in the Investment Strategy 2011-21 (ISNI);
 - b. Ministers will identify the revenue funding required to fund RFI projects;
 - c. SIB's budget will be as set out in OFMDFM's 2012 budget;
 - d. SIB will be able to recruit and retain the staff it requires to achieve its objectives;
 - e. The public sector will have the appropriately qualified and experienced staff needed to deliver its capital spending plans;
 - f. The private sector will be prepared to invest capital in assets and the delivery of public services where it can obtain a reasonable return.
38. Alternative scenarios depict the impact of changes to the assumptions set out above. The scenarios are:
- a. the pace of investment is further slowed in response to falling government revenues;
 - b. the resources available to SIB are further reduced;
 - c. SIB is unable to recruit and/or retain the staff it needs to achieve its objectives;
 - d. The public sector's capability to deliver infrastructure projects is eroded;
 - e. the private sector's appetite for involvement in, and funding of, the delivery of public services through partnerships declines.
39. The response to scenario (a) would be to focus on maximising the value of those projects that do proceed. The analytical work of the ISNI team will be particularly important as Ministers' requirements for independent and objective advice on the prioritisation of projects become more pressing.

40. If SIB's resources are further reduced (scenarios b and c) then it will either seek support from its sponsor department or from customers through increased co-funding. If necessary, it will reprioritise its effort in line with its reduced capabilities.
41. Should departments be unable to provide the resources required to deliver projects, (scenario d), SIB will – where possible – attempt to assist through its own resources. However, this will require the re-prioritisation of other work and will only be possible in very limited circumstances and for the most important work.
42. SIB's response to a reduced appetite by the private sector to finance government infrastructure projects (scenario (e)) will continue to be:
- to seek to identify alternative sources of finance and develop alternative financing models;
 - to press ahead with 'conventional' procurements where these are affordable and offer value for money;
 - to adjust the mix of skills and experience within the company to meet these revised requirements.
43. It is clear that the impact of the recession and associated spending cuts will be felt across every type of public sector infrastructure delivery. SIB will need to be agile in both anticipating changing scenarios and reacting to them. The board will therefore review its operating strategy, and the assumptions on which it is based, both at regular intervals and in response to specific events as they occur. As the requirements of SIB's customers change, so its response will continue to adapt to meet their needs.

Section 2: Corporate Strategy



SIB's Corporate Strategy

Mission

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

Strategic Priorities

45. SIB derives its strategic priorities from the targets set by Ministers in the Programme for Government⁵. These are:

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

46. The over-arching priority for SIB is to help government deliver “enhanced economic infrastructure”⁶.

47. The priority issues SIB will address are:

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

⁵ Programme for Government 2011-15, p29.

⁶ Programme for Government 2011-15, p30.

- 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 leverage of private funding in support of public investment, (while recognising that private funds do not have general applicability across all types of infrastructure);
- the need to improve the infrastructure delivery capabilities of government Departments in Northern Ireland;
- the need for continual improvement in the processes and procedures for the commissioning and procurement of major capital investment; and
- the need to develop the Company's capacity and capabilities to ensure it continues to meet the needs of its customers.

SIB Medium Term Objectives, Outcomes and Targets

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

- to keep the Investment Strategy under review in the light of changing circumstances;
- to support departmental investment planning through the provision of analytical support and advice, including advice on project finance;
- to deliver supported projects/ programmes in accordance with the plans set out in ISNI 2011-21 and the principles of economic, social and environmental sustainability;
- to seek effective ways to accelerate the investment timetable without compromising value for money;
- to meet Ministers' targets for the realisation of surplus assets;
- to support departments and other public bodies in the efficient and effective management of their estate;
- to identify socially valuable uses for surplus assets that cannot for the present be sold or otherwise exploited;

- to support departments in the development of strategies for the commercial exploitation of their assets;
- to foster and promote reform both in the delivery of major public sector infrastructure and as a pre-requisite for such investment;
- to work with relevant bodies and departments to ensure that their infrastructure plans are aligned and, where appropriate, that these plans are also aligned with those in the Republic of Ireland, in accordance with North South agreements; and
- to develop the organisation and the individuals within the organisation.

49. SIB will directly contribute to the delivery of the following objectives set out in the Programme for Government (the nature of SIB's contribution is set out thus *[within square brackets]*):

- to include Social Clauses in all public procurement contracts for supplies, services and construction; *[Provision of guidance on use of Social Clauses; Use of Social Clauses in projects]*
- to develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby; *[Provision of a Programme Manager]*
- to make the Education and Skills Authority operational in 2013; *[Provision of Implementation Programme Manager and the ESA Estates & Operations Director]*
- to reduce the environmental impacts from the waste we generate; *[Provision of Waste PDSU & Project Managers, Nitrates Disposal Project Manager]*
- to host the World Police and Fire Games in 2013; *[Provision of Project Manager]*
- to develop Maze/Long Kesh as a regeneration site of regional significance; *[Provision of Chief Executive and staff for Development Corporation]*
- to develop the 'One Plan' for the regeneration of Derry~Londonderry, to provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013; *[Provision of Support*

to Ilex, Derry City Council and Culture Company including Programme Manager, Communications Director, Infrastructure Project Manager]

- to provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund; *[Provision of Social Change Delivery Unit to support to OFMDFM]*
- to substantially complete the construction of the new Police, Prison and Fire Training College; *[Provision of Project Manager & Support Staff]*
- to reform and modernise the Prison Service; *[Provision of Change Manager and Estates Strategy Manager]*
- to progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5%; *[Provision of DRD Director of Transport Projects]*
- to invest over £500 million to promote more sustainable modes of travel; *[Provision of Sustainable Travel Projects Director]*
- to significantly progress work on the plan for the Lisanelly Shared Educational Campus as a key regeneration project. *[Provision of Project Director]*

50. 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 customers to plan and deliver more economically and operationally sustainable infrastructure to meet contemporary and future needs across the region;
- SIB has helped Departments deliver larger and better project procurements (in terms of faster delivery, lower risk and best value) than would otherwise have been possible;
- SIB has met the targets set it for the use of Revenue Funded Investment;
- SIB has met the targets set it for the generation of additional capital;
- SIB has helped Departments develop and implement asset management plans;

- SIB has advised the private and third sectors on the delivery of public sector infrastructure in ways that foster the development of the local economy;
- where it is involved, SIB has worked to ensure that sustainable development principles guide capital investment decisions on all major publicly funded buildings and infrastructure projects;
- SIB has helped Departments develop their infrastructure programme and project delivery capability so that projects and programmes can be delivered efficiently, effectively and with a reduced need for ongoing SIB support;
- SIB has provided detailed information to its stakeholders on progress with the implementation of the Investment Strategy; and
- SIB has developed as an organisation so that – insofar as this is possible within budget constraints - it meets the requirements of its stakeholders: Ministers, local representatives, the Departments, its shareholder (OFMDFM), private sector bidders, its staff and the public.

51. SIB operates within a performance management framework that is consistent with the FABRIC⁷: approach to performance information. The key performance targets linked to its medium-term objectives are:

- to support departments to develop Investment Delivery Plans;
- to meet Ministers' targets for the generation of additional capital through asset realisation and assist departments to make best use of their asset base;
- to assist Departments to deliver investment programmes and projects; and
- to provide support for reform in ways agreed with OFMDFM and set out in SIB's annual business plan.

⁷ Choosing the Right FABRIC - A Framework for Performance Information, HM Treasury et al, March 2001.

Operating Strategy

52. SIB's operating strategy describes its high-level approach to delivering its objectives and outcomes. The Company's concept of operations is to deploy resources:
- to assist departments to develop cost-effective investment delivery plans that will achieve Ministers' policy objectives;
 - to improve the public sector's management of its estate and realise surplus assets;
 - to encourage a well-informed market capable of delivering projects at competitive prices;
 - to assess the state of the region's current infrastructure, its condition and performance and to consider the implications of this for future strategic investment need;. and
 - to assist departments to develop their own capabilities through, for example, continuing to offer secondment opportunities for civil servants; providing training and through issuing toolkits and best practice guides.
53. SIB will, at all times, ensure that its work is aligned to the requirements and priorities of the Executive as expressed in the Programme for Government.

Investment Strategy

54. SIB will, with its colleagues in DFP and OFMDFM, monitor and, where necessary, update the Investment Strategy. It will recommend amendments to the strategic investment profile where research indicates these are necessary to ensure that the Executive achieves the maximum return from the available capital.
55. SIB will review the processes used to produce ISNI 2011-21. It will apply the lessons learnt from this assessment to the production of future investment strategies.
56. SIB will produce an audit of the current state of infrastructure provision within the region. It will update this review regularly and make it available to stakeholders. It will use the findings of the audit to inform investment decision-making.
57. SIB will work closely with departments 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.

58. SIB will develop and roll-out strategic infrastructure planning models (SIPMs) for major service areas, in line with the Executive's commitment in the Investment Strategy. These models will provide Departments with an advanced simulation capability to identify the interdependencies between infrastructure configurations, demand patterns, service quality and delivery cost efficiency. SIPMs will help departments to plan the 'right facilities in the right place' to meet Ministers' policy objectives in ways that minimise costs and protect frontline services to the public. These models will build on those already constructed to support education, further education, schools, policing and libraries
59. SIB will continue to develop its capability to provide Ministers with advice on infrastructure, and infrastructure-related problems and opportunities. In particular, it will seek to identify the structural obstacles to the effective delivery of infrastructure; ways in which infrastructure can better support economic development and the nature of, and possible solutions to, the region's infrastructure deficit.

Programmes and Projects

60. 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. Where it will accelerate delivery and reduce risk, it will use its enabling budget to fund or part-fund expert professional services employed by departments.
61. SIB has a clear understanding of where the skills, knowledge and experience of its staff add most value, and conversely where the deployment of its staff contributes more marginally to the work of its clients. Where there is a new or emerging need for support, it will continue to respond by creating the required capability.
62. The company will continue to focus its effort on those programmes and projects that are difficult, complex, and have a significant requirement for the additional skills and experience brought by SIB staff.

63. In this context the concept of 'difficulty' means that projects must usually have one or more of the following challenges:
- contract arrangements are likely to be multifaceted;
 - there are multiple stakeholders;
 - the scale of the projects will be large; and
 - their project management requirements are complex.
64. 'Additionality' means that the project needs, for example, sustained input from SIB staff who have:
- the facility to develop markets, reduce consultancy spend; shorten schedules; mitigate risks and cut costs;
 - the ability to maximise the leverage of private to public funding and create value through matching private capital to public assets;
65. At a time when SIB must prioritise carefully, it intends to concentrate on those areas where its impact will be most beneficial. SIB will, however, keep under review those projects whose characteristics do not currently justify its involvement.
66. The fact that a project expects to use PFI/PPP will not, of itself, mean that SIB will automatically be involved in its delivery.
67. This approach will, of course, be subject to review in the light of changing circumstances and SIB will always respond positively – within available resources - to Ministerial, Departmental and Council requests for assistance.

Reform

68. SIB will identify opportunities for the use of revenue-funded investment where this offers value for money. SIB will take account of emerging and alternative funding sources such as the EIB, EU and Green Investment Bank. It will support Departments in the development and implementation of their revenue-funded investment projects and programmes.
69. SIB is aware that a number of new revenue-funded models are emerging elsewhere and will continue to assess whether there are opportunities to apply these in the region.

70. In furtherance of the government's reform programme, SIB will work to improve the delivery capabilities of Departments, for example by supporting the development of Programme Delivery Support Units. It will continue to offer secondment opportunities to staff from other public bodies.
71. In accordance with ministerial policy SIB will work to reduce the reliance of public sector infrastructure delivery managers on external consultants. It will reduce expenditure on consultancy and improve its own 'in house' capability. SIB will increase its use of short-term staff contracts linked to the delivery of particular projects or elements of projects. Its annual business plans will aggregate demand for professional services across projects and programmes and, where this delivers best value, it will seek to meet this demand through the recruitment and employment of additional staff in preference to external consultants.
72. The 2011/12 Associate Advisor pilot project demonstrated that this employment model delivers good value for money and a more effective service to customers. SIB intends to extend the scope and utilisation of Associate Advisers where this is the most cost-effective approach.
73. 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.
74. SIB will review operational PPP contracts to determine whether there is any scope in them to reduce costs and achieve further efficiencies.
75. The Company will continue to support public sector commercialisation by providing expert advice to those embarking on such activities.
76. SIB acts as a bridge between the public and the third and private sectors to promote mutual beneficial understanding. It will continue to inform the market of the flow of projects and develop contacts in private firms with the aim of encouraging their interest in the region as a place to do business. It will continue to develop links with the third sector and promote its greater understanding of the role of infrastructure and the potential to assist its work. It will seek to improve and inform public understanding and political debate on infrastructure issues. It will achieve this

through a marketing mix that includes sponsored conferences and seminars, workshops, sector briefings, personal meetings, magazine and newspaper articles, the SIB web site and media interviews.

77. The company will continue to develop the Investment Strategy Delivery Tracking System, a web-enabled database that provides detailed information on projects and programmes. It will continue to monitor the success of this system in meeting the different needs of stakeholders. In particular, it will take account of the specific requirements of the Construction Industry.
78. As part of the process of implementing the Investment Strategy, SIB will assist government departments to embrace sustainable development principles when formulating infrastructure investment proposals.

Organisational Development

79. SIB will continue to develop its organisational capabilities. It will work to recruit and retain high-quality advisory staff. It will invest in new IT systems where these will improve its efficiency and effectiveness. It will ensure SIB meets the high standards of financial management and record keeping required by the public sector. It will maintain its reporting regime and continue to meet the information needs of OFMDFM and DFP. It will continue to fulfil its obligations under the Freedom of Information Act.
80. Recognising that the Company will need to respond to increasing demand for its services, SIB will, for each project, work with its clients to identify the most appropriate way of funding its work. This will, in certain cases, continue to be through grant-in-aid from OFMDFM, but in others may include SIB recouping elements of its costs through co-funding arrangements with Departments.
81. SIB will have due regard for the need to promote positive attitudes towards disability and encourage participation by disabled people in public life. It will continue to comply with its Section 75 obligations. SIB will implement its Equality Scheme and thereafter raise awareness of it, monitor its implementation and communicate its content both internally and externally.
82. The Board will continue to work in accordance with the 2012 version of the organisation's Management Statement and Financial Memorandum (MSFM).

Forecast of Expenditure & Income

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

- The **enabling budget**, which is used to pay for external expertise required in connection with infrastructure projects. SIB will normally seek to share those costs with a department, but SIB has the authority to commission professional services in its own right. This budget funds temporary staff recruited to complete specific tasks; and
- The **operating budget**, from which the salaries of permanent staff, expenses, accommodation and other running costs are met. This budget also funds consultancy related to the internal functioning of SIB. More than 95% of SIB's employment costs are incurred directly supporting projects and programmes.

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

	<i>Past Years</i>			<i>Current Year</i>	<i>Future Year</i>
	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>
Enabling Budget:	4,913	3,077	3,226	3,216	2,976
Operational Budget:	3,648	3,462	3,192	3,080	3,198
Total Baseline:	8,561	6,539	6,418	6,296	6,174

All figures in £000
SIB Budget 2010/15

SIB BUSINESS PLAN 2013–14

Introduction

1. This Business Plan defines the business targets of Strategic Investment Board Limited (SIB) for 2013/14. The Business Plan is derived from the three-year Corporate Plan, which sets out SIB's medium term objectives and high-level corporate strategy. Taken together these documents describe the outcomes and the outputs it will deliver using the resources SIB have been allocated.

The Board

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

The Organisation

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

Objectives & Targets

5. SIB is focused on delivery. Its key targets for 2013/14 are set out in Appendix E⁸. These focus on the most significant projects SIB supports (see section on prioritisation below). They have been developed in consultation with the relevant departments and with reference to the Ministers' Letter of Expectations.
6. In addition to the targets documented in this plan, the Chief Executive also monitors a range of internal performance indicators and reports on these to the Board quarterly.
7. All staff agree individual performance targets with their line managers and progress against their achievement is assessed both informally and at formal review meetings.

Prioritisation

8. The budgetary pressures SIB faces mean that it must prioritise its work carefully. Having considered the direction provided by Ministers and officials in OFMDFM and taken into account the Executive's priorities as set out in the *Programme for Government*, SIB has classified the programmes and projects it supports as follows:
 - a. First Order Priorities: those projects which are within the Programme for Government and where SIB's involvement is critical to their success. The work of the AMU is classed as a First Order Priority.
 - b. Second Order Priorities: those projects which have a significant local impact and where SIB makes a substantial contribution to the success of the project.

⁸ 1. At the time of writing, SIB is discussing with departments the provision of support to the following investment projects: the Social Housing Reform Programme; the development of HMS Caroline and the Titanic Tourism Area; and the provision of support to the 'Delivering Social Change' Programme. Objectives relating to these projects will be developed at the conclusion of these discussions.

- c. Third Order Priorities: projects that, though worthwhile, do not fall into either of the other two categories. SIB support will be provided to these projects when resources permit.

9. A list of projects that SIB plans to support in 2013-14 is attached at Appendix H.

Budget 2013/14

10. The 2013/14 budget provision comprises:

	13/14	12/13 Comparative
Enabling Budget:	£ 3,216	£3,226
Operating Budget:	£3,080	£3,192
Total:	£6,296	£6,418

- 11. In line with Ministerial policy, SIB seeks to reduce its use of external consultants, primarily through the employment of temporary staff to fulfil specific, time-limited roles for which they have the requisite specialist skills, knowledge and experience. The implementation of this strategy will lead to an increase in staff numbers.
- 12. SIB will continue to agree co-funding arrangements with its customers where these are necessary for the achievement of their objectives. SIB expects the value of such co-funding in FY14/15 to be some £3m.
- 13. As in previous years, SIB has over-programmed its enabling budget to allow for possible delays and underspends across the range of projects that it supports. The Board will monitor spending closely throughout the year to ensure that such over-commitments are eliminated by year-end. Improvements in financial management mean that the scope for over-programming has been reduced in comparison with previous years.

14. The net projected allocation of the enabling budget to projects is set out in the table below.

	£k	%
RFI Programme	520	15%
Social Housing Reform Programme	448	13%
AMU	378	11%
Associate Advisors Support	333	10%
Titanic Quarter	311	9%
Lisanelly	233	7%
Colintown	172	5%
PSNI Projects	126	4%
Prison Service Projects	119	4%
ISNI	116	3%
Waste PDSU & Nitrates	109	3%
Erne Site	100	3%
Stadiums	67	2%
ABOD Heritage Centre	59	2%
Desertcreat Joint Training Centre	50	1%
Transport Hub	50	1%
Derry City of Culture	50	1%
Free Derry Museum	30	1%
MLK Development Corporation	30	1%
eCars	28	1%
World Police & Fire Games	26	1%
Commercialisation	25	1%
Total:	3,381	
Budget:	3,216	
Overprogramming:	(165)	

Allocation of SIB Enabling Budget to Projects

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

Employment Costs	2,008
Other Employee Related Costs	300
Seconded Fees	175
Recruitment	25
Office Accommodation	167
Mobile Phones & Postage / Phones / Courier	26
Computer Software & Hardware	6
Stationery	7
Travel, Accomodation & Subsistence	91
IT costs	46
Training	42
Conferences	5
Hospitality	5
Miscellaneous Operational Costs	22
Director costs	80
Internal Consultancy Costs	34
Equality Support	2
Systems development (HR & Project Mgt)	30
Communications	10
Total:	3,080

(Figures in £000s inc VAT)

SIB – Breakdown of Operating Costs

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

Asset Management Unit	3
Belfast Rapid Transit	1
Colin Regeneration Project	2
DCAL/DCC/City of Culture	3
Desertcreat Training College	2
DoJ/NIPS Estates Strategy	1
DRD/E-Cars NI/Sustainable Travel	1
ESA Implementation	1
ESA Operations & Estates	1
Ilex 'One Plan' Implementation	As required
Investment Strategy	3
Lisanelly Shared Educational Campus	1
MLK Development Corporation	3
NIPS Change Programme	1
Primary Health Care Programme	1
RFI Programme	1
Social Clauses	1
Sports Stadiums Programme	1
Titanic Quarter Regeneration	1
Waste Programme	1

Appendix A: AMU Action Plan

Key Recommendations and Actions

Recommendation One – Tackling Fragmentation

1. Action 1: Implement the centralisation of office and surplus land management.
2. Action 2: Prepare area based office consolidation plans for Executive consideration.
3. Action 3: Prepare an 'invest to save' programme for Executive consideration.
4. Action 4: Implement and appropriately resource collaborative procurement proposals.

Recommendation Two – Social Housing

1. Action 1: Prepare the business case for a programme of stock transfers of NIHE assets.
2. Action 2: Prepare the business case for the approved NIHE Review recommendations.
3. Action 3: Develop and implement specialist programme management arrangements.

Recommendation Three – Specialist Assets

1. Action 1: DE and DHSSPS to enter formal, regular engagements with DFP, with support from AMU, to co-ordinate financial outcomes from policy developments with the budget planning process.
2. Action 2: DRD to consider any asset management opportunities arising from NITHC efficiency reports being undertaken.
3. Action 3: AMU to support DOJ with any asset management related opportunities within plans and strategies currently in development.

Recommendation Four – Information Management and Reporting

1. Action 1: Prepare the case to establish common information management and reporting across Central Government.
2. Action 2: Departments to prepare annually updated Asset Management Plans with a five year planning horizon covering all business areas.

3. Action 3: Departments to provide annually updated asset information into ePIMS covering all business areas.

Recommendation Five – Programme Delivery and Governance Arrangements

1. Action 1: Complete a review clarifying the governance arrangements between departments and arm's length bodies with respect to asset management.
2. Action 2: Departments to acquire the appropriate asset management resources for the preparation and delivery of Asset Management Plans.
3. Action 3: Implement the proposed programme governance arrangements.

Appendix B: Review of 2012/13

During 2012/13, SIB was responsible for:

- developing the 2012 update to the Executive's investment strategy;
- achieving the capital realisation targets agreed with Ministers for 2012/13;
- developing the Executive's Asset Management Strategy;
- maintaining and enhancing the e-PIMS asset management database;
- assisting departments to develop asset management strategies;
- providing Project Directors or managers for the:
 - Northern Ireland Community Safety College at Desertcreat;
 - Lisanelly shared Educational Campus;
 - ESA Implementation Programme;
 - Regional Stadiums Programme;
 - Belfast Rapid Transit Programme;
 - NIPS Change Programme;
 - Colin Glen Regeneration Project;
 - Plugged In Places (e-cars) Project;
 - Apprentice Boys of Derry Heritage Centre Project;
 - North West Regional Waste Management Procurement;
 - Arc21 Waste management procurement;
 - Waterfront Hall Extension Project;
 - World Police Fire and Games;
 - The Derry~Londonderry City of Culture venues;
 - Derry City Council's support to UK City of Culture; and
 - The Maze Long Kesh (MLK) programme delivery unit (PDU).

- supporting the Office of the First Minister and deputy First Minister (OFMDFM) by:
 - creating and staffing the MLK PDU and the MLK Development Corporation that has succeeded it;
 - proposing Daniel Libeskind as the lead architect for the conflict resolution centre at Maze/Long Kesh;
 - advising on the management and disposal of the strategic sites passed to the Executive under the terms of the Hillsborough Agreement;
 - providing a range of support to the Delivering Social Change Programme;
- supporting the Department of Finance and Personnel (DFP) by:
 - working with CPD to review the processes and procedures for the commissioning, procurement and delivery of major capital projects;
 - working with Properties Division and Land and Property Services to develop new processes and procedures for the management of assets;
- supporting Department of Education (DE) by:
 - providing the Implementation Director for the Education and Skills Authority (ESA);
 - providing an Acting Director of Operations and Estates to ESA;
 - providing a Programme Director for the Lisanelly Shared Educational Campus project;
 - providing analytical support to the department's planning for primary education.
- supporting Department of the Environment (DoE) by:
 - continuing to support the Waste partnerships through the staffing of the Waste Programme Delivery Support Unit;

- jointly employing hydrogeologists with the Environment Agency in order to reduce the costs of assessing decontamination requirements for the strategic and other sites;
 - assisting DVA in the review of the contract for the operation of MOT centres;
 - supporting DOE in the Strategic Review of Vehicle Testing.
- supporting the Department for Regional Development (DRD) by:
 - providing a Director of Projects who is managing the Belfast Rapid Transit Programme;
 - providing a project manager for the 'Plugged in Places' (e-cars) project;
- supporting Department of Health, Social Services and Public Safety (DHSSPS) through:
 - membership of the Health Infrastructure Board;
 - designing a £300m programme of revenue funded investment in primary health care facilities;
 - assisting in the planning of a new regional Children's Hospital;
 - developing a business case for the reform of GP Out of Hours services;
- assisting the Department of Justice (DoJ) by
 - providing a Director and Procurement Manager for the Community Safety College at Desertcreat;
 - providing a Director for the Northern Ireland Prison Service (NIPS) strategic change programme; and
 - providing an advisor to devise and implement the NIPS estate strategy;
 - providing a manager for the Forensic Science Agency's change programme;
- supporting the Department of Culture Arts and Leisure (DCAL) by

- providing a Programme Director for the Regional Stadiums Programme;
- providing a Programme Manager for the World Police and Fire Games;
- providing legal advice on the Libraries NI IT project;
- helping to develop its commercialisation and asset management strategies;
- supporting the Department for Social Development (DSD) by
 - advising on the Social Housing Development Programme and the development of new financial models;
 - devising a sustainable framework for the development of the Colin Town Centre and by providing a Programme Director;
 - supporting the Belfast Partnership Boards.
- supporting the Department of Agriculture and Rural Development (DARD) by
 - assisting Forest Service to complete a business case for the exploitation of commercial opportunities;
 - providing a manager for the Wind Farm project;
 - providing an Asset Manager to implement the department's asset management strategy;
 - assisting the Agri-food and Biosciences Institute (AFBI) to implement a commercialisation strategy.
- supporting Department of Enterprise, Trade and Industry (DETI) by:
 - advising on the Science Centre Review;
 - advising on the potential for a new Media Hub;
 - providing a Project Director and PDSU for the Chicken Litter project;
 - managing the production of a report for the Economic Advisory Group on SME Access to Funding;

- supporting DETI and DCAL by providing a Chief Executive for Titanic Foundation Ltd;
- supporting DEL by:
 - providing analytical support to the Regional Further Education Colleges;
 - developing a business case for the replacement of Line of Business IT applications;
- supporting Derry City Council through:
 - the provision of a Project Director for the Council's work in support of City of Culture;
 - the provision of an Acting Director of Communications for the City of Culture;
 - providing a Project Manager to support Ilex in the delivery of 'The Venue' and the Tate Venue;
 - providing a project manager for the Apprentice Boys of Derry (ABOD) Heritage Project;
- assisting the Police Service of Northern Ireland (PSNI) by:
 - the provision of a Project Director and a procurement manager for the Northern Ireland Community Safety College at Desertcreat;
 - developing a Police Operations Decision Support model;
 - providing a project manager for the RUC GC museum project;
 - advising on the management of the 'Safety House' project.
- developing a Community Consultation Toolkit that will assist departments to conduct effective public consultations;
- supporting NITHCO in the development of proposals for the Belfast Transport Hub;
- supporting Belfast City Council by
 - Providing a project manager for the Connswater Greenway Project;

- Providing a project manager for the Waterfront Hall conference centre extension project;
- supporting the Southern Health and Social Care Trust and Banbridge District Council on the redevelopment of the Rathfriland site;
- supporting Fermanagh District Council in the development of a shared service facility on the Erne Hospital site at Enniskillen; and
- supporting departments, Belfast and Derry City Councils and other organisations through the provision of recruitment advice.

Appendix C: Implementation of the Investment Strategy

The Executive launched its new Investment Strategy (2011-21) in October 2012, following a period of public consultation. Investment in the region's infrastructure continues across all pillars and, in gross terms, investment is expected to exceed £1.2 billion in the year to 31 March 2013.

Highlights of progress made in the year are listed below.

Networks

Investment in roads is expected to total to £180m by the end of the year. This includes the anticipated completion of the A32 Cherrymount link and Shannaragh realignment. Some £18m is anticipated to be spent on the A8 dual carriageway and circa £30m on the development of the A5 Western Transport Corridor. Further works on the strategic road network, to provide dual carriageway on the A2 Shore Road at Greenisland, are scheduled to commence on site prior to the year end. The enhancement of local road networks continues across the region through a programme of minor capital works and local transport and safety measures.

Public Transport reflects investment of some £60m including the delivery of the New Train Care Maintenance & Stabling Facility at Adelaide, officially opened by the Transport Minister mid December, marking a milestone in the Department for Regional Development's New Trains Two programme for which the department and the Executive have provided funding of circa £150m. Phase I of the Derry~Londonderry to Coleraine track renewal is on schedule for completion prior to the end of the year. The associated UB190 (Bann Bridge, Coleraine) refurbishment, Phase I of II, is also due to complete in March. The redevelopment of railway stations, including Antrim and Portadown, and platform extension schemes to support new rolling stock continue at various locations across the NIR network.

In addition, 87 Goldliner coaches and 58 metro buses entered service throughout the year increasing frequencies and capacity on the network. Park and ride facilities completed at Antrim Station, Ballymoney Railway Station, and Millbrook, Larne providing in aggregate over 300 additional car parking spaces.

Skills

In excess of £100m will be invested in schools across the region by the end of the year. This includes completion of St. Columba's Primary School, Straw; St. Mary's Primary School, Newcastle; Torbank Special School, Dundonald; Magherafelt Primary School & Nursery School and, most recently, Bangor Grammar School. Two further schools are currently in delivery Strathearn Grammar School, Belfast; and Lagan College, Belfast.

Sixteen million pounds will have been invested in Higher and Further Education this year by the Executive, over half of which is anticipated to have been consumed by expenditure in learning and teaching capital. Temporary accommodation was delivered on the North West Regional College Strabane Campus throughout the year. Work is ongoing at planning stage for new campus facilities for Northern Regional College and Southern Regional College, with will be funded in later years of the ISNI.

A replacement library for Killeel is in construction, with completion anticipated in September 2013. Procurement for the replacement IT system required for Libraries NI and the public library service (E2) is underway. A shortlist of three tenders has been agreed and contract award is anticipated prior to the end of the year.

Health

By the end of 2012-13, it is expected that over £320m will have been invested in improving the health and social care estate.

In Primary & Community Care, completion of the Grangewood Mental Health and Crisis Unit which opened early November 2012 marked another step in the long term plans for mental health services across the Western Trust. Ballee Children's Home and the Old See House integrated community mental health resource centre in North Belfast are under construction and procurement has commenced on construction of new Health and Care Centres in Ballymena and Banbridge using the "3PD" model of alternative finance developed by SIB.

The new South West Acute Hospital was officially opened in June, a major milestone in the Hospitals Modernisation Programme. Other significant developments contributing to the transformation of the Health Estate follow;

- Substantial completion of the Royal Victoria Hospital Critical Care Building. Handover is pending completion of all outstanding matters.

- Completion of the Sexual Assault Referral Centre at Antrim Area Hospital is anticipated prior to the end of the year.
- Work on Theatres 1-4 in Craigavon Local Hospital started in November 2011 and are scheduled for completion March 2013.
- Completion of the new dedicated Endoscopy Unit at Altnagelvin Hospital is expected in April 2013.
- Construction works to expand the A&E at Antrim Hospital commenced in December 2011 and are on schedule to complete q/e June 2013.
- The extension to the Bluestone Crisis Resource Centre on the Craigavon Area Hospital Site is underway. The new 20 bed unit which will comprise a psychiatric intensive care wing and an addiction inpatient wing is due to complete March 2014.

Design work is ongoing on the Royal Maternity New Build, Omagh Local Hospital and the North West Radiotherapy unit at Altnagelvin Hospital.

In May, following the successful 'proof of concept' pilot of the Orion Health Electronic Care Record (ECR) solution, the Health Minister announced Orion Health had signed a contract of an approximate value of £9m over the next seven years. It is expected that every trust will have access to the ECR by April 2013.

Social

It is expected social infrastructure across the region will have been enhanced by over £155m by the end of the year. In excess of £85m will have been invested in new build social housing; some £35m will have been invested in Regeneration Schemes and a further £23m of capital in Culture, Arts and Sports.

Investment of circa £7m is expected this year and further investment is to follow, to make possible the regeneration of the Ebrington site in support of Derry~Londonderry's preparations for the UK City of Culture, 2013 and associated Events Programme. The completion of the Events Pavillion, also known as the 'Vital Venue', located on the Ebrington site, on budget and on time, marked a significant achievement. The refurbishment of "Building 80/81", the venue for the internationally renowned Turner Prize and a creative industries hub is expected to complete September, 2013. Work on the Car Park/ Enabling Platform is due to commence prior to the end of this year.

This year also delivered Northern Ireland's first Olympic size swimming pool in Magherafelt (Council funded). A second in Bangor is under construction with anticipated completion March 2013.

The Executive endorsed funding of up to £110m in support of regional stadiums for the three main ball sports of football, Gaelic games and rugby. The Regional Stadiums Programme is now advancing and tangible progress can be observed in the redevelopment of the UBIRFU Regional Sports Stadium, Ravenhill on which construction commenced November 2012. Completion of the improvements is expected September 2014. Procurement for the design and construction of the IFA Regional Sports Stadium at Windsor Park is due to commence prior to the end of this year. The awards procedure with respect to the Casement Park Stadium Redevelopment and Rebuild for the UCGAA is due to commence in September 2013 with works scheduled to commence upon appointing a successful bidder and anticipated completion prior to the end of 2015.

Planning applications were granted during the year on two strategic sites for regional economic and social benefit;

- In September, the Minister approved plans to invest £360m to redevelop the North East quarter of Belfast City Centre between Royal Avenue and the Cathedral Quarter. The developer consortium, Royal Exchange Limited, could be on site towards the end of 2017.
- In January, planning permission was granted for the redevelopment of part of MLK to create an international standard showgrounds facility incorporating main arena, equine and livestock show-rings, entrance canopy, associated landscaping and ancillary infrastructure. The application by the Royal Ulster Agricultural Society will enable the Balmoral Show to take place in its new location in May 2013.
- Planning consent is expected to be secured for the Peace Building and Conflict Resolution Centre, designed by McAdam Belfast in company with Daniel Libeskind, prior to the year end.

Environment

Investment in Water and Waste infrastructure continued in 2012-13 and it is likely that over £160m will have been invested by the end of the year.

A number of schemes reached completion during the year including:

- Rationalisation of the catchments of Whitehead, Ballycarry and Ballystrudder with a single marine outfall to the Irish sea,
- Phase 2 of the Ballydougan to Newry main link reinforcement works,
- Carnmoney Waste Water Treatment Works (WWTW) upgrade,
- Construction of replacement WWTW, Keady, Armagh,
- Construction of a new Sewage Pumping Station critical to the Newtownards catchment area,
- Works at Tullygarley WWTW and replacement of Brockagh Terrace WWTW.

The procurements of strategic waste infrastructure facilities by three Waste Management Groups comprising local councils reached various stages throughout the year;

- An extraordinary meeting of the SWaMP2008 joint committee convened in October and terminated the procurement of a long-term residual waste treatment contract. SWaMP2008 has subsequently focused on addressing shorter term waste needs in the region.
- Arc21's Residual Waste Treatment procurement is progressing via dialogue and a planning application for the project is expected before the year end.
- The joint committee of the North West Region Management Group has recommended a preferred bidder to deliver new waste infrastructure for the north-west region.

Productive

Throughout 2012-13 it is expected that over £35m of Enterprise support will have been offered to Invest NI clients.

The Giant's Causeway Visitor Centre opened to the public in July reporting over 85,000 visitors in the first four weeks, drawing tourists from home and abroad. It is expected that over £6m will have been invested in improving the region's Tourism offering. Under the tourism development scheme various projects have been taking forward via capital grant in nine destination areas; the Mourne, Strangford and Armagh areas, Causeway, Sperrins, Lough Neagh, Derry/Londonderry and Fermanagh and Greater Belfast areas. Acknowledging the accolade given to Derry/Londonderry almost £2m is expected to have been invested in

the Walled City Programme and Lighting in preparation for hosting the inaugural UK City of Culture before the year end.

Over £15m will have been invested in Public Sector Reform continuing with the support and roll out of Shared Services including IT assist and Account NI programmes.

It is expected in excess of £16m will have been invested in Rural Development and Primary Industries including significant processing and marketing, fisheries and woodland grants. Construction of a new Dairy unit at Greenmount Campus is progressing to plan with completion expected before the end of the year.

Justice

Evaluation of bids for the detailed design and construction of laboratory services accommodation including site works is underway. Contract award is anticipated q/e June 2013 with completion of the contract 20 months hence.

Throughout the year, it is anticipated over £16m will have been invested in the Northern Ireland Community Safety College, the construction phase of which is currently in procurement. The integrated training facility, which will permit the Police, Fire and Rescue Service and Prison services to train and develop officers and staff jointly via an integrated curriculum, in purpose built facilities, received full planning permission in January and will be the first facility of its type in the world.

ISNI Technical Advisory

SIB continues to develop its technical expertise within the ISNI team to support departments in long term infrastructure planning and financing.

As endorsed by the Executive in ISNI, work continues on the development of Strategic Infrastructure Planning Models to ensure departments have access to the best evidence available to inform investment options evaluation and scenario planning prior to formalisation in a business case. The approach helps to identify opportunities for service reform and resource saving by ensuring that future investment delivers the 'right infrastructure in the right place' to meet long term demands.

SIPM work is ongoing in a number of areas. For PSNI, SIB is delivering the fundamental R&D to underpin a Police Operations Decision Support System (PODSS). PODSS will improve the ability of senior officers to deploy resources to meet anticipated future demands more efficiently and enhances recent investment by PSNI in GPS technology. On foot of work

done to date, PSNI has asked that the approach be extended from the two pilot services (Community Policing and Call Response) to other key parts of the frontline service.

In the skills pillar, SIPM is already being used to assist DEL in planning stages for over £100m of future investment in FE sector under ISNI. SIB is assisting with scenario planning in the business case process.

Development work is also underway with QUB to develop and enhance generic components of SIPM methodology. This aims to facilitate more rapid deployment of the approach to other parts of the NI public services in future.

The first Infrastructure Audit is also being undertaken this year, overseen by the Strategy Committee of the SIB Board. This is a comprehensive assessment of the state of our regional infrastructure across all pillars – including key sectors mainly in private ownership. The IA is examining the stockholding, its comparative condition, future investment drivers and related funding requirements. The work is exploring both trends over time (longitudinal) and between regions (cross sectional) drawing on national, EU and industry sources.

This year has also seen the development of Revenue Funded Investment as a key theme, with the Executive endorsing ISNI to include up to £1.1 billion of alternative finance for roads, schools and health-related capital developments. Much work remains to be done, but progress is already being made with a number of primary case schemes now approved to proceed under this model to be funded recurrently from revenue budgets. The RFI proposals in Northern Ireland are consistent with the changes to PFI/PPP recently published by HM Treasury and the new PF model set out.

Appendix D:

Expectations of the First Minister and deputy First Ministers



Stormont Castle
BELFAST
BT4 3TT

TEL: 028 9037 8158
FAX: 028 9037 8040
e-mail: ps.ministers@ofmdfmi.gov.uk

FROM: FIRST MINISTER AND DEPUTY FIRST MINISTER

DATE: 14 February 2013

Our Ref: SUB/1211/2012

TO: CHAIR, STRATEGIC INVESTMENT BOARD

STRATEGIC INVESTMENT BOARD

1. The recent publication of the Investment Strategy makes this an opportune time for us to set out our medium and long-term expectations of the Strategic Investment Board (SIB).

Delivering the Programme for Government

2. The successful delivery of the Programme for Government (PfG) is the Executive's highest priority. SIB's primary purpose is to assist Departments achieve the commitments and targets set out in the PfG. We expect that you will fulfil this requirement through the deployment of staff; the provision of specialist expertise and advice and the supply of whatever other assistance and support Departments may need and which is within your competence to make available.
3. We expect you to develop, organise and allocate your resources in accordance with the priorities set out in the PfG. However, you are to continue to support the delivery of infrastructure and other projects not listed in the PfG where these have a regional or sub-regional significance. Where resources allow, you may support councils and other public bodies in the delivery of their investment priorities.
4. You are to assist departments to develop their own capabilities through, for example, continuing to offer secondment opportunities for civil servants; providing training and through issuing tool-kits and best practice guides.

Increasing Investment in Infrastructure

5. Recognising the potential to provide a short-term stimulus to the economy and accelerate the delivery of PfG objectives, the Executive has agreed that you

should work with Departments to identify and promote infrastructure projects that are suitable for revenue funding. We expect you to submit proposals for the financing, funding and delivery of such projects as quickly as is feasible and to report to us on their progress. You are to continue to explore options to increase the sums available for investment in infrastructure and bring these forward for our consideration.

Maximising the Social Return on Investment

6. The Executive is determined that the local economy should derive the greatest possible benefit from its investment programme. It has directed that Social Clauses should be included in all public procurement contracts for supplies, services and construction. We expect that you will work with the Department of Finance and Personnel (DFP) to ensure Departments meet this requirement and that you will continue to develop innovative approaches that extend the scope and impact of these clauses.
7. The Delivering Social Change Framework will address multi-generational deprivation and improve children's health, wellbeing and life opportunities. We expect you to continue to support OFMDFM in its role of co-ordinating work on the Framework across the Executive.

Asset Management

8. The Executive has set the Asset Management Unit (AMU) targets for the generation of capital receipts and for the development and implementation of the asset management strategy. We expect the AMU to achieve these targets within the current spending period and that the unit will continue to assist departments make more efficient use of their assets. We will, in due course, set targets for reductions in the overall costs of government asset usage and expect that the AMU will work with Departments to ensure their realisation.

The Investment Strategy

9. We wish you to assess the state of the region's current infrastructure, its condition and performance and to consider the implications of this for future strategic investment needs. In doing so you are to take full account of the need for economic, environmental and social sustainability; the requirement to promote equality; and the importance of achieving sub-regional balance. The findings of this analysis should inform your work with departments and future iterations of the Investment Strategy.
10. We wish to see SIB extend the support it provides to long-term infrastructure planning, service delivery reform and enhancements to productivity by Departments. We expect SIB to develop new Strategic Infrastructure Planning Models for major investment areas. These models should assist departments to identify those investment options that offer the best return on investment in terms of enhanced productivity, reduced costs the protection of frontline services.
11. In advance of drafting the next Investment Strategy, we expect you to come forward to us with proposals that set out different options and emphases for

investment and provide a sound evidence base that enables the comparison of these different approaches.

12. We expect that you will continue to monitor and report on the implementation of our Investment Strategy. You are to continue to develop the ISNI Delivery Tracking System, encouraging Departments and public bodies to publish information that meets the requirements of users and stakeholders. We wish to see regular reports on the progress of capital projects and on the wider benefits of the Executive's investment; in terms of jobs supported, spending in the local economy and other relevant measures.

Maze-Long Kesh

13. We have charged the Maze-Long Kesh Development Corporation with delivering the maximum economic benefit from this regionally significant site. We expect that you will continue to support the Corporation through the provision of staff and advice but that you will respect the primary governance role of the MLK Board in the achievement of our objectives.

Procurement

14. We are concerned that the system for commissioning and procuring infrastructure is expensive, slow and no longer fit for purpose. We expect you to bring forward proposals to us for its reform; working with DFP, Departments and the private sector to identify ways in which these deficiencies can be addressed.

Corporate Governance

15. SIB will continue to operate within the frameworks set out in its Management Statement and Financial Memorandum. We place particular emphasis on the requirement for SIB to maintain high standards of corporate governance and financial management.
16. We expect you to maintain a strict 'no surprises' policy and to inform us well in advance of any material events, transactions and other issues that could be considered contentious or attract public comment, whether positive or negative.
17. We expect you to have a constructive working relationship with your sponsor department and DFP and to build effective working relationships with your other stakeholders. You are to seek opportunities to work with other organisations, within and without the region, to deliver improvements that maximise efficiency and effectiveness.
18. We expect you to continue to develop SIB's capacity and capabilities, developing innovative approaches to your work.
19. Your board is the most important monitor of organisational performance. We expect the board to provide us, through officials, with high quality information and analysis demonstrating SIB's performance against its business plan. We expect the Board to maintain a thorough understanding of the business and cost drivers of SIB and of the changing demands of its customers. You are to look for ways of improving the services you provide.

We look forward to meeting you and the Board in due course to hear your report on how SIB is delivering against these expectations.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'P. Robinson', written in a cursive style.

RT HON PETER D ROBINSON MLA
First Minister

A handwritten signature in black ink, appearing to be 'Martin', written in a cursive style.

MARTIN McGUINNESS MLA
deputy First Minister



Appendix E: Key Objectives for 2013/14

Project	Desired Outcome(s)	Actions	Performance Targets
Asset Management Unit	<p>Delivery of £100m over four years from asset realisations and other sources.</p> <p>Population of e-PIMS asset management database.</p> <p>Development of departmental asset management plans.</p> <p>Subject to Executive approval, commence delivery of the Asset Management Strategy</p>	<p>SIB will continue to staff and fund the AMU.</p>	<p>To deliver the capital realisation target for 2013/14.</p> <p>To complete the upload of property data from all departments onto ePIMS by 31/8/13.</p> <p>To assist departments with the completion of Asset Management Plans</p> <p>To be implementing the Executive Asset Management Strategy in line with the Action Plan.</p>
ISNI Development	<p>The completion of an Infrastructure Audit.</p> <p>The completion of Strategic Infrastructure Planning Models.</p>	<p>Research & Development on SIPM technology and implementation</p> <p>Develop and roll-out an SIPM for schools estate area-based planning and FE college estate planning</p>	<p>To complete the Infrastructure Audit by end-June 2013.</p> <p>To complete schools and FE SIPMs by March 2014.</p>

Project	Desired Outcome(s)	Actions	Performance Targets
Revenue Funded Investment (RFI) Programme	The delivery of a programme of additional infrastructure funded through the revenue budget.	SIB will, when invited, provide support to departments developing and delivering RFI projects.	Agree Primary Care Strategic Priority Investment Plan by end-June 2013 Complete business cases for priority Primary Care projects and bring them to market by end-2014
Colin Town Centre	The regeneration of the Colin Town Centre.	SIB will continue to provide the Programme Director and project delivery support unit.	By end-March 2014, to have built a robust business case that justifies government and other investment in the project.
Northern Ireland Community Safety College at Desertcreat	Delivery of the Northern Ireland Community Safety College at Desertcreat on time and within budget.	SIB will continue to provide the Programme Director and Procurement Manager.	By end-July 2013 To have gained support for a revised business case that justifies investment in the College. To have appointed a preferred bidder by August 2013.
DoJ/NIPS Estates Strategy	Delivery of the NIPS Estates Strategy on time and within budget.	SIB will continue to provide a Project Director in support of this work.	To achieve the milestones set out in the project plans for the NIPS capital programme.
Implementation of the Education & Skills Authority (ESA)	The successful implementation of ESA	SIB will continue to provide the Director of Implementation SIB will continue to provide the Acting Director of Estates and Operations.	To have delivered the ESA implementation objectives (including schedule targets) set out in the implementation plan.

Project	Desired Outcome(s)	Actions	Performance Targets
Peace building and Conflict Resolution Centre (PbCRC)	Delivery of the Peace building and Conflict Resolution Centre (PbCRC) to time and within budget.	SIB will continue to provide a Project Director and other staff in support of this work.	By 30 August 2013 to have issued a Notification of Award to preferred contractor.
Regional Waste Management Strategy	The completion of the NWRWMG and Arc21 procurements.	SIB will continue to provide the Programme Managers for NWRWMG and Arc21.	For the NWRWMG project to reach contract award and financial close by June 2013. For the arc21 project to appoint a Preferred Bidder by September 2103.
Sustainable Transport	Delivery of pilot Rapid Transit System to time and budget. Delivery of eCars project	SIB will continue to provide Project Directors for Belfast Rapid Transit and e-Cars.	By end-March 2014, to have completed planning and development work on Stage 1 of the pilot Belfast Rapid Transit Project to enable infrastructure works on the routes to commence in 2014/15. To have introduced an electric vehicle charging infrastructure by end-March 2014.
Lisanelly shared Educational Campus	The delivery of the Lisanelly Shared Educational Campus on time and within budget.	SIB will continue to provide a Project Director in support of this work.	By June 2013 to have MOUs developed that enable participating schools to sign firm commitments to relocate to Lisanelly. To go to tender for demolition, remediation and the commencement of the construction of Arvalee Special School by September 2013.

Project	Desired Outcome(s)	Actions	Performance Targets
NIPS Change Programme	The successful implementation, on schedule and within budget, of the NIPS Strategic Change Programme.	SIB will provide NIPS with a Strategic Change Manager.	To have begun implementation of a Change Plan by end-October 2013.
Sports Stadiums Programme	The successful implementation, on schedule and within budget, of the Regional Sports Stadiums Programme.	SIB will provide a Programme Director in support of this work.	To be delivering the Regional Sports Stadium programme in accordance with the project plan.
Events Management	The successful delivery of the City of Culture Programme; the World Police and Fire Games and the G8 Summit.	<p>SIB will provide Derry City Council with a Programme Director and a Communications in support of this work.</p> <p>SIB will provide Ilex with a project manager to deliver the Tate venue.</p> <p>SIB will provide DCAL with a project manager for the World Police and Fire Games.</p> <p>SIB will provide DETI with a Project Manager for the G8 summit.</p>	<p>To have met the support requirements (project management, communications etc) of the Chief Executive of Derry City Council over the course of the programme.</p> <p>To have delivered the Tate venue on time and to budget.</p> <p>To have successfully delivered the World Police and Fire Games.</p> <p>To have successfully coordinated the inputs of departments and councils to the planning and delivery of the G8 summit.</p>

Appendix F: Board Members

Dr. David Dobbin	Chairman (since November 2009) Non-executive Director (since October 2005)
Mr. Frank Hewitt	Non-Executive Director (since December 2010)
Ms. Geraldine McAteer	Non-Executive Director (since November 2009)
Mr. Bro McFerran	Non-Executive Director (since November 2009)
Mr Chris Thompson	Non-Executive Director (since December 2010)
Mr. Brett Hannam	Chief Executive (since June 2012)

Appendix G: SIB Organisation Chart

Chief Executive	Hannam, Brett		
Strategic Advisers		ISNI & Analytical Support	
Emmett, Wesley ◊ #	Strategic Recruitment Adviser	Spollen, Martin	Head of Investment Strategy
Kane, Fiona #	Strategic Communications Adviser	Gallagher, Johann #	Policy Adviser
McKenna, Leo	Head of Project Finance	McMeekin, Patrick	Economic Adviser
		McMinn, Ashley ◊	ISNI Research Student
Adamson, John #		Percival, Heather ◊	DTS Administrator
Gilmour, David		Wishart, Mark ◊	Infrastructure Economist
Gregory, Bryan		Young, Gareth ◄ ◊	GIS Consultant
Knox, Kenny			
McKee, Mary		Associate Advisers	
Priestly, Paul ◄ ◊		Carins, Stuart ◊ #	
Stockman, Denise #		Daly, Justine ◊ #	
		Gilchrist, James ◊ #	
Programme Directors/Managers		Harrison, Julie ◊ #	
Adam, Mark ◊ #	NIPS Strategic Change Director	Maxwell, Colin ◊ #	
Breen, Irene ◊	E-Cars NI Project Manager	Morrow, Stephanie ◊ #	
Burns, Brenda ◊	Colin Regeneration Project Manager	Stutt, Colin ◊ #	
Davis, Jonathan ◊	World Police & Fire Games Projiect Manager		
De Burca, Ciaran	Rapid Transit Programme Director	Legal Advisers	
Gray, Jonathan ◊	NWRWMG Project Manager	Hamilton, Gregor	Legal Director
Green, John	arc21 Project Manager	Gray, Anna	Legal Counsel
Grimshaw, Adrian ◊	BCC Project Manager		
Jones, Hazel ◊	Lisanelly Programme Director	Finance, HR, IM and Administration	
McCroory, Conor ◊	Desertcreat Procurement Manager	Mallon, Patricia #	Finance Manager
McCrossan, Colin	Desertcreat Programme Director	Jamison, Stephen	Senior Finance Officer
McIlvar, James ◊ #	ABOD Heritage Centre Project Manager	Lisa Valente #	Finance Officer
McLaughlin, Dermot ◄	DCC City of Culture Project Director		
Molloy, Noel ◊	Regional Stadiums Programme Director	Monahan, Julie	HR Manager
Mooney, Kieran ◊	BCC Project Manager	Rebecca Russell ◊	HR Assistant
O'Kane, Bronagh ◊	Colin Regeneration - Development Officer		
O'Neill, Pat	ESA Implementation Director	Pringle, Sam	Information & Compliance Manager
Rossington, Geoff ◊	NIPS Estates Strategy Implementation Manager		
Turner, Martin ◊	Ilex Venues Project Manager	McNeill, Helen	PA to CEO
Asset Management Unit		Hydrogeologists	
Wilson, Scott	Head of AMU	Agnew, Joanne ◊	NIEA, Hydrogeologist
Donnelly, Michael	Finance Adviser	Lewis, Edward ◊	NIEA, Hydrogeologist
Fearon, Jacqueline	Property Adviser		
Kernon, Paul ◊	e-PIMS Support	Interns	
Lynch, Eamonn ◄ ◊	Planning Adviser	Armstrong, Christine ◊	Communications
Moore, Jonathan ◊	Property Adviser	Hillyard, Fintan ◊	MLK, Research Assistant
O'Hanlon, Sarah ◊	e-PIMS Support	Kernohan, Aaron ◊	DOE, Barossa
		Little, Charlene ◊	DOE, Barossa
Maze Long Kesh Development Corporation		Long, Adam ◊	OFMDFM
Alexander, Kyle	Programme Director	McConville, Shona ◊	Communication
Clarke, Alan ◊	Development Officer	Wolinski, Colm ◊	MLK, Research Assistant
Haydon, Laura ◊	Project Coordinator		
McIvor, Neil ◊	Development Director		
Waste Programme Delivery Unit			
McVicker, Alan ◊ #	PDSU Director		
Cameron, Gilbert ◊	Project Accountant		
Cunningham, Ciaran ◊	Communications Manager		
Scott, Noel ◊	Planning Adviser		
Smith, Mike ◊	Commercial Contracts Adviser		

Key: # Part-Time Staff
◊ Temporary Staff
◄ Seconded to SIB

Appendix H: Supported Programmes & Projects

(Note: Projects are listed alphabetically within priorities.)

Priority & Project	Type of SIB Support	Estimated Capital Value
<i>First Order Priorities (Programme for Government)</i>		
Asset Management Unit	Programme Director, Staff & Funding	
Belfast Rapid Transit	Programme Director	£100m
Colin Regeneration Project	Programme Director, Staff & Funding	£60m
DCAL/DCC/City of Culture	Programme Director and Staff	£14m
Delivering Social Change	Programme Director and Staff	
Desertcreat Training College	Programme Director & Funding	£120m
DoJ/NIPS Estates Strategy	Programme Director	
DRD/E-Cars N	Programme Director	£3m
ESA Implementation	Programme Director & PDSU	
ESA Operations & Estates	Acting Director	
HMS Caroline/TQ Tourism	Project Manager & Funding	£15m
'One Plan' Implementation	Advice	
Investment Strategy	Programme Director, Staff & Funding	
Lisanelly Educational Campus	Programme Director & Funding	£100m
MLK Development Corporation	Programme Director, Staff & Funding	c£325m
NIPS Change Programme	Programme Director	£200m
OFMDFM/Social Change	Programme Director & PDSU	c£80m
Primary Health Programme	Advice & Funding	£300m
RFI Programme	Advice & Funding	£1.1bn
Social Clauses	Advice	

Housing Reform Programme	Programme Director, Staff & Funding	£3.35bn
Sports Stadiums Programme	Programme Director	£130m
Titanic Quarter Regeneration	Advice & Funding	£76m
Waste Programme	Programme Directors, Staff & Funding	£600m

Second Order Priorities

An Droichead	Advice	
ABOD Heritage Centre	Project Director	
BCC Investment Programme	Project Managers	£150m
Belfast Partnership Boards	Advice	
Commercialisation	Advice & Funding	
DE/BELB/Belfast Libraries	Advice	£21m
DOE/DVA	Advice	
Downpatrick Town Centre	Advice	
DSD/NIHE	Advice	
DSD/Templemore Avenue	Advice	£3m
Erne Hospital Shared Service	Funding & Advice	£30m
Roads Finance	Advice	
Sally Gardens Sports Hub	Advice	£3m
South West Acute Hospital	Advice	£3m

Appendix I: Glossary of Acronyms

AFBI	Agri-food and Biosciences Institute
AMP	Asset Management Plan
AMU	Asset Management Unit
AWC	Advanced Works Contract
BAFO	Best and Final Offer
BELB	Belfast Education and Library Board
BIFHE	Belfast Institute of Further and Higher Education
BURA	British Urban Regeneration Association
C2K	Classroom 2000
CCNI	Construction Council for Northern Ireland
CODA	City of Derry Airport
CRG	Crumlin Road Gaol
CSR	Comprehensive Spending Review
D&B	Design and Build
DBFO	Design, Build, Fund and Operate
DCAL	Department of Culture, Arts and Leisure
DCC	Derry/Londonderry City Council
DE	Department of Education
DF	Director of Finance
DFP	Department of Finance and Personnel
DHSSPS	Department of Health, Social Services and Public Safety
DID	Delivery and Innovation Division
DOE	Department of the Environment

DoJ	Department of Justice
DSD	Department for Social Development
DST	Decision Support Tool
EIPS	Education Infrastructure Procurement Service
EFW	Energy from Waste
EQIA	Equality Impact Assessment
EIPS	Education Infrastructure Procurement Service
ESA	Education and Skills Authority
EU	European Union
FBC	Final (Full) Business Case
FM	Facilities Management
HR	Human Resources
HSSA	Health and Social Services Authority
ICT	Information and Communications Technology
IDG	Inter-Departmental Group
IDP	Investment Delivery Plan
Illex	Derry~Londonderry Urban Regeneration Company
ISNI	Investment Strategy for Northern Ireland
ISOP	Invitation to Supply Outline Proposal
ITN	Invitation to Negotiate
JV	Joint Venture
KPI	Key Performance Indicator
MLK	Maze/Long Kesh
NIAS	Northern Ireland Ambulance Service
NICS	Northern Ireland Civil Service
NIFRS	Northern Ireland Fire and Rescue Service

NIHE	Northern Ireland Housing Executive
NIPS	Northern Ireland Prison Service
NISM	Northern Ireland Schools Modernisation
NIWL	Northern Ireland Water Ltd
NIWS	Northern Ireland Water Service
OBC	Outline Business Case
OFMDFM	Office of the First Minister and Deputy First Minister
OFREG	Office of the Regulator
OPP	Outline Planning Permission
OSNI	Ordnance Survey Northern Ireland
PbCRC	Peace -building and Conflict Resolution Centre
PCCI	Primary Community Care Infrastructure
PDU	Programme Delivery Unit
PDSU	Programme Delivery Support Unit
PF2	Private Finance II; the second generation of PFI
PFI	Private Finance Initiative
PPP	Public-Private Partnership
PUK	Partnerships UK
QA	Quality Assurance
RFI	Revenue Funded Investment
RUAS	Royal Ulster Agricultural Society
R&D	Research and Development
SBC	Strategic Business Case
SCNI	Sports Council Northern Ireland
SEUPB	Special European Union Programmes Body
SIB	Strategic Investment Board Limited

SIP	Strategic Investment Plan
SIPM	Strategic Infrastructure Planning Model
SDP	Strategic Delivery Plan
SRO	Senior Responsible Officer
SWAMP	Southern Waste Management Partnership
TOR	Terms of Reference
TQSP	Titanic Quarter Signature Project
WAN	Wide Area Network
WM	Waste Management
WMI	Wider Markets Initiative
WWTW	Waste Water Treatment Works