Minutes of a Board Meeting of
Strategic Investment Board Limited

Held at 10.00am on Tuesday 8th April 2014 at
Carleton House
Gasworks Business Park
1 Cromac Avenue
Belfast

Present:
Gerry McGinn (GMcG)(Chairman)
Chris Thompson (CT)
Duncan McCausland (DMcC)
Marie Therese McGivern (MTM)
Frank Hewitt (FH)
Bro McFerran (BM)
Geraldine McAteer (GMcA)
Brett Hannam (BH)

In attendance:
Gregor Hamilton (GH)
Scott Wilson (SW)
Martin Spollen (MS)
Bryan Gregory (BG) (Item 3 only)
Fiona Kane (FK) (Item 7 only)
Jeremy Poots (JP) (Mammoth) (Item 7 only)
John Green (JG)(Item 10 only)

Declarations of Interest

FH specifically noted his interest in NITHCo and NI Science Park (in light of potential discussions around the transport hub and Financial Transactions Capital). MTM noted her interest in Belfast Met in light of reference in board papers to the recent NIAO report. There were no other interests which were expected to give rise to a specific need to declare given the items on the agenda.

1. Minutes of Previous Meeting

The minutes of the March 2014 board meeting were approved (subject to minor adjustment and correction of typographical errors).

2. Chairman's and Directors' Business

GMcG reported on a meeting that he had attended with Ilex. It had been a generally useful meeting and SIB's contribution to the success of City of Culture had been particularly noted.

DMcC asked if SIB should be making contingency plans around potential budget shortfalls should the Executive fail to agree a deal on welfare reform. BH explained that the main effect would be on revenue spending and that in the first instance this would have to be addressed by the spending departments. For SIB itself, planning was proceeding on the basis of a potential 1.5% cut.

BM noted the recent acquisition of the NAMA loan book by private investors. He questioned whether this was necessarily such a good thing for the NI economy as generally perceived. BH explained that he, SW and MS would be meeting with Cerberus later in the week.

3. Desertcreat

BG joined the meeting. He updated the board on the current status of the college procurement, and on the proposals which were being made to the programme board to progress matters. He noted in particular that a design review was now to be carried out, along with a review of the accommodation requirements (in the context of the educational outputs the project was intended to deliver). Once the design review process was complete the funding implications could be fully understood a decision made to proceed.

A full programme review was also to be carried out to identify lessons learnt from the process to date. This would inevitably involve some assessment of SIB's role to date.

CT noted that the longer the project was delayed the less likely it was to happen.

MTM emphasized the importance of identifying the lessons learnt from the programme review and clearly demonstrating that they had been taken into account in the next phase.

BG explained that the project had full time communications support, and that regular liaison took place with SIB's communications team.

DMcC noted that the new Chief Constable would likely wish to review the project upon his appointment.

It was agreed that BG should provide a further update following the decision of the programme board.

4. Chief Executive's Report

FTC: BH explained that discussions were taking place with a view to using FTC money in the development of the Belfast Transport Hub. He noted that the possibility of using tax increment financing was also a possibility on this project.

Lisanelly: BH explained that he had met with DE to consider what could be done to accelerate progress on the shared educational campus, and that both DE and SIB were allocating increased resources to it. A new business case would be required in the light of increased numbers, and there remained a major job to be done in devising (and agreeing) a suitable operating model for the shared campus. The nature of the operating model would impact design, cost and all the other aspects of the project.

GMcG asked if the uncertainty around ESA posed a problem for Lisanelly. BH thought not.

5. ISNI Report and AMU Report

The ISNI report was taken as read. MS noted that the capital spend figures for 2013-14 would not be known until later in the month, but £1.16bn looked likely – a relatively good number in the context.

MS noted the criticism aimed at the portal by the CEF in its evidence to the DFP committee. He explained that some of the issues raised by the CEF were unfair, since not everything that appears in the DTS is on the portal, and there were always difficulties for departments in committing to firm dates. However he noted that the CEF's evidence had simply increased the

pressure which was already being applied to departments to ensure that the information on the system was comprehensive, up to date, and accurate.

SW spoke to the AMU report. He explained that it was in a fuller format on this occasion as it had been prepared for the Delivery Oversight Group. He explained that the key points from the report were (1) departments needed to allocate sufficient resource to delivery of the Asset Management Strategy (2) departments needed to ensure their arms length bodies were also engaged (3) information management still needed to improve and (4) there were opportunities to implement “invest to save” projects.

DMcC asked if the asset disposals target would be met. SW assured him it would, in fact would be exceeded. DMcC noted that greater difficulty might be encountered in the next CSR period.

6. Programme and Project Reports

The programme and project reports were tabled. In response to queries from DMcC, BH clarified the position in respect of Armagh Gaol, Colin Glen TC, the GP Out of Hours and Medicines Optimisation projects.

7. Report from Communications Committee

GMcA explained that the communications Committee had met earlier in the day and had agreed its own terms of reference.

FK explained context of the work being done by Mammoth on refreshing SIB's brand and communications message. JP gave a short presentation explaining some of the perspectives which had been expressed in the consultation exercise carried out by staff.

Following the presentation there was a discussion. It was agreed that the exercise was instructive, and the board needed to be involved. However it was felt that more clarity was required as to the objectives – in particular the target audience. GMcG expressed the view that the internal communications message – the "glue" that tied everyone in the organisation into a common set of objectives was possibly more important than the external. BH agreed that this was essential to ensure that SIB was more than just the sum of its individual parts.

8. Discussion on Board Operational Procedures

MTM and FH led a discussion on board operational procedures.

FH suggested that the board should visit actual sites of projects more often. He also proposed a "rolling agenda" whereby the board would regularly receive in depth briefings on particular important projects. He noted that some other organizations engaged in "horizon scanning" exercises and suggested this would be worthwhile for SIB.

MTM and FH expressed themselves content with the level of detailed information provided to the board, but suggested that the presentation could be amended so as to make the papers shorter and sharper, with greater prioritisation.

BM agreed that these proposals would allow the board to use its time more effectively. He suggested that the board information could be made available by way of an electronic portal.

CT suggested that the full package of information should continue to be provided (through a portal if possible) but that a short summary might also be helpful.

GMcA said she was happy enough with the existing format.

GMcG agreed that BH should meet with MTM and FH to discuss appropriate changes.

9. Finance Report and Media Pack

BH delivered the Finance Report. He reported that the end-year outturn was within a few thousand pounds of the budget.

The Media Pack was noted.

10. Arc 21

John Green joined the meeting. He gave an account of progress on the Arc 21 waste PPP and answered questions on next steps.

Chairman