

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

Held at 10.00am on Tuesday 9<sup>th</sup> February 2016 at  
Carleton House  
Gasworks Business Park  
1 Cromac Avenue  
Belfast

**Present:** Gerry McGinn (GMcG)(Chair)  
Frank Hewitt (FH)  
Marie Therese McGivern (MTM) (Item 12 and after)  
Kathryn Thomson (KT)  
Duncan McCausland (DMcC)  
Danny McSorley (DMcS)  
Brett Hannam (BH)

**In attendance:** Gregor Hamilton (GH)  
Scott Wilson (SW)  
Martin Spollen (MS)  
Ciaran De Burca (CDB)(Item 12 only)

**Apologies:** Chris Thompson (CT)

### **Declarations of interest**

1. The usual declarations of interest were taken as read. In the light of the items potentially open for discussion, FH particularly noted his interest in NI Transport Holding Co, DMcS noted interest in DCAL Safety Technical Group for the Stadiums Programme and KT noted interest in HMS Caroline, Seige Heroes Museum, Museum of Free Derry and Belfast Waterfront Hall. FH offered to leave the meeting during discussions on Belfast Rapid Transit, but it was agreed that there would be no conflict of interest. It was noted that the annual update of the register of interests was due, and GMcG noted that board members should in any case keep the executive updated with regard to any changes in their interests on an ongoing basis.

### **Minutes of Previous Meeting**

2. The minutes of the January 2016 board meeting were approved. KT sought clarification as to the nature of the survey of relationships with key stakeholders referred to. BH explained that it was an internal piece of work which was now complete, and that the key finding had related to maintaining relationships through and after the restructuring of government departments. DMcC noted that in his capacity as future chair of the Audit Committee he would be meeting NIAO, and that he would have a separate meeting on the same occasion in his capacity as Chair of the Maze Long Kesh Development Corporation Audit Committee.

### **Chairman's and Directors' Business**

3. GMcG noted that the staff conference was scheduled for 24<sup>th</sup> February. He explained that he was setting up bilateral meetings with board members for March.

4. GMcG drew attention to the employment tribunal issue referred to in the Chief Executive's report. He noted that issues of this type were an inherent risk in a business model where SIB employees routinely worked within other organisations. DMcC suggested that the matter should be kept under review by the remuneration committee

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

5. BH updated the board on some of the projects referred to in the Chief Executive's Report. In particular:

- Desertcreat: The Executive were expected to approve the revised business case later in the week, allowing works to enter procurement.
- Primary Care: Ministerial approval of the 3PD projects at Lisburn and Newry is imminent, allowing the appointment of a preferred bidder on both projects.

6. GMcG asked if SIB had a continuing involvement with the MAC. BH explained that Phelim Maguire had some involvement through working with DCAL.

7. DMcS asked if he could be provided with a copy of the RICS and RICE manifestos referred to in the Chief Executive's report.

8. KT noted the positive role played by Kieran Mooney in the Belfast Waterfront Hall extension project.

9. MS explained that he would take the ISNI report as read. He explained that the delivery tracking System had now been re-procured and that the new arrangement would be both cheaper and better (insofar as SIB staff could update it rather than relying upon departments, ensuring a more consistent approach). MS noted the work being done on data analytics with DETI and DE. GMcG noted the increasing importance of area based planning in the education sector.

10. SW spoke to the AMU report. He noted in particular:-

- Social Housing Reform Programme: The freeze on housing benefit imposed by HMT and consequential freeze on NIHE rents was likely to lead to difficulties with the NIHE revenue budget. DSD and DFP were considering the issue.
- Reform of Property Management: Derek Kennedy was now in place as Programme Transformation Director. Given the focus of RPM on the office estate consideration was being given to transferring responsibility for general disposals elsewhere.
- Capital receipts: AMU were on track to meet the target this FY. It was unlikely that this would be increased. After 5 years of disposals it was becoming harder to identify potential receipts, and the focus was now moving towards disposals which freed up land for housing rather than simple cash receipts. GMcG noted the potential local political issues with this. SW hoped these could be avoided since departments were only being asked to dispose of land already zoned for housing.
- Invest to Save: The resource funding received for 2016/17 was to be transferred to the RPM Programme to support the development of Phase 1 Office Consolidation OBCs. The AFBI HQ project was paused pending completion of review of AFBI's overall strategic vision. The DOJ HQ project was paused following the withdrawal of the Policing Board and Police Ombudsman from the project. A substantial opportunity had been identified to invest to save in street lighting, and discussions were underway in the light of responses to the recent advert for expressions of interest. An OPA had been agreed with Translink to take forward work on increasing revenue and reducing running costs. Work was also being undertaken to find savings in the various PPP education projects.

- NI Investment Fund: work was progressing with DFP and EIB to prepare the fund's investment strategy.
- Framework: 46 bids had been received in response to the OJEU notice for the multi-disciplinary consultancy framework, and these were now being evaluated.

### **Belfast Rapid Transit**

11. CDB gave a presentation updating the board on the BRT Project. He explained the background to the project, and the social and economic objectives which it was intended to achieve. He described the key themes of quality, reliability, completeness and integration. He detailed the proposed programme and progress to date, and outlined the public consultation and engagement which had been undertaken.

### **Report from Strategy Committee**

12. GMcG explained that the progress of the ISNI was likely to be a major topic of discussion at board meetings for some months to come. He emphasised the role of SIB in influencing the overall strategic direction rather than just collating a list of projects proposed by individual departments.

13. MS summarised the matters which the Strategy Committee had discussed. He noted the work being done by the team to ensure that a substantive draft would be available for May, in a form which was consistent with the Programme for Government and the budget. MS noted a number of areas where there had been a change in emphasis from the way previous iterations of the ISNI had been prepared. In particular he noted the use of metrics to ensure that strategic goals (e.g. lower ongoing revenue costs) were met through the provision of infrastructure, rather than treating projects simply as ends in themselves. He noted that there was a much greater focus on a relatively small number of key strategic projects. MS explained that in comparison with previous ISNIs there was a greater involvement with local government and greater consideration of the role of public infrastructure investment in encouraging investment by the private sector. FH agreed with the revised approach. MTM noted that the requirement to demonstrate measurable outcomes rather than simply deliver inputs reflected the approach increasingly being taken across the public sector. KT asked what the size of the new ISNI would

be. MS said this was not yet established, although it would be greater than the previous ISNI. GMcG concluded that the ISNI was an important part of SIB's functions, and one where the board had substantial knowledge and expertise. It would be important to ensure that it received enough consideration and it would be a standing item on future agendas.

#### **Letter of Expectation, Business Plan and Business Plan Summary**

14. The board discussed the terms of the draft Letter of Expectation. SW suggested adding specific reference to Urban Villages. DMcS noted the importance of new work with local authorities. The terms of the draft were formally approved for submission to OFMdfM.

15. The board discussed the Business Plan Summary. It was agreed that this was a useful paper setting out the expected changes in SIB's business for the coming year.

GMcG asked if the changes outlined in the summary would require substantial change in the focus of resource. BH said that in some areas it would.

BH indicated that the summary would be used to brief colleagues at the Staff Conference. He noted that it would need to be revisited in the light of the eventual PFG.

GMcG queried whether there was a sufficient understanding among key players as to the nature and import of data analytics, and the benefits which might be derived in various different areas. MS said that SIB had been asked to proactively look across the public sector for potential uses of data analytics.

DMcS suggested that the summary could say a little more regarding SIB's thought leadership role whether on data analytics or other areas of general application.

FH noted that the content of the summary might potentially change substantially once the programme for government was agreed. He asked if there were cyber security issues arising for SIB out of the data aggregation work it is undertaking. BH said there were issues for SIB in relation to its own data and data held by it, but that more generally cyber security on particular data analytics projects would be a matter for the relevant departments in the context of the particular projects.

16. The board discussed the draft Corporate and Business plan document itself. BH explained that the form of the document was essentially dictated by the department. Similarly the AMU Action Plan within it was not “owned” by SIB. He noted that the draft document had been submitted to OFMdFM and that it was expected that a final form would be submitted to the board for approval in March.

**Finance Report and Media Pack**

17. The Finance Report was noted. 18. The media pack was noted.

**Other Business**

None