

Minutes of a Board Meeting of Strategic Investment Board Limited

Held at 10.00am on Tuesday 11 August 2020 by videoconference

Present: Gerry McGinn (GMcG)(Chair)
Duncan McCausland (DMcC)
Danny McSorley (DMcS)
Brett Hannam (BH)
Marie Therese McGivern (MTM)
Kathryn Thomson (KT)

In attendance: Helen McNeill

Apologies: Gregor Hamilton

Declarations of Interest and Board Terms of Reference

1. The previously-stated declarations of interest were confirmed.
2. The Board Terms of Reference were noted. Board members confirmed they had read the board papers.
3. D McSorley noted his involvement with ICE, particularly in light of its recent report on infrastructure.

Minutes of the June 2020 Board meeting

4. GMcG drew attention to four matters arising from the previous meeting:
 - The costs in relation to the office being used as a Covid Hub can be absorbed in the current budget, without any cuts being made elsewhere.
 - Annual leave will continue to be monitored. Should it transpire that leave is not being taken in line with previous years there may be a need to review the number of days that staff can carry over to the next financial year.
 - The Board pack contains the draft minutes of the Remuneration and Personnel committee and the draft minutes of the Audit Committee.
5. DMcS asked that the word 'inefficiency' in para 8 be replaced by the word 'ineffectiveness'.

Chairman's and Directors' Business

6. GMcG confirmed that TEO had issued written confirmation of his, MTM's and DMcS's extension as non-executive directors.
7. GMcG spoke to the matters detailed in paragraphs 8-13 below.

Skills Audit

8. DMcC will circulate a Board 'Skills Audit' proforma. Although the Chairman did not wish to see this completed, he asked for members to use it as a prompt to document the skills and experience they consider required in Board members to be recruited in the 2021 competition.

Board Effectiveness Review

9. DMcC will circulate the annual board effectiveness review questionnaire, which Board members should complete and return. Once collated, the results will be considered at a future Board meeting.

Board Objectives

10. The Chairman asked members to send him a maximum of 5 objectives that they believe the Board should set itself for the period up to 30 June 2021. These will be discussed at the September meeting.

Board Meetings

11. The location of Board meetings will be kept under review. The Chairman's working assumption is that the meetings of 8 September and 13 October will be held via Zoom. The Board will decide in October whether it is ready to resume meetings in person.

Strategic & Business Planning

12. The Board normally holds an 'away day' in November or January. The Chairman expressed a preference to hold this in person, if at all possible. He asked members to hold 17 November 2020 as a possible date for the away day. Dates for Board and committee meetings in 2021 will be set at the October meeting.

One-to-One Meetings

13. The Chairman will arrange one-to-one meetings with Board members in September/October to discuss planning and objectives for the next 12 months.

REPORT FROM THE REMUNERATION AND PERSONNEL COMMITTEE

14. The Chairman gave a report on the work of the Remuneration and Personnel Committee. He noted:

- The Covid19 Risk register and preparations being made for a safe return to the SIB office.
- The results of the staff survey regarding home working;
- The paper provided to the Board documenting the role of the committee in scrutinising staff appointments.

15. DMcS asked where the risk lay in respect of the appointments of staff embedded in partner organisations. BH explained that SIB was the employer and so assumed any risk. However, the standard terms contained in OPAs required partner organisations to give 6 months' notice of their intention to end an appointment early. Partner organisations would also bear any redundancy costs arising from such a decision.

16. DMcS asked what scrutiny was applied to salary proposals. BH clarified that there are four levels of scrutiny. First the partner organisation must approve the final salary proposal. Second, the business case for all appointments must be approved by SIB's Investment Committee (on which TEO is an observer). Third, the CEO must approve the proposed salary. Finally, all proposals for salaries

higher than £50k must gain the approval of the Remuneration and Personnel Committee. At each stage, SIB has access to advice from its Recruitment Advisor who has access to independent benchmarking data.

17. MTM suggested that the process could be further strengthened by the use of additional independent salary reviews. She asked that the paper be amended to include reference to benchmarking.

18. DMcS thought that it had been very useful to bring the minutes of committees to the full Board meeting, as it increases transparency and improves the scrutiny process.

19. GMcG reported that the Committee had discussed the reorganisation. It had considered a proposal from the CEO that, given the passage of time since this was first planned, it would be useful to carry out a short review of the proposed group structure to ensure that it remained fit for purpose. The Committee had endorsed this proposal, subject to the Board's agreement. After discussion, the Board agreed that the CEO should bring forward his report to its September meeting.

PROPOSAL TO REOPEN THE SIB OFFICE AT 9 LANYON PLACE

20. BH spoke to his proposal to reopen the office at 9 Lanyon Place. He explained how the staff survey had identified a small number of staff who, for a variety of reasons, would prefer not to work from home. He also noted that some activities and meetings would best be conducted in an office setting. He explained the risk assessment that had informed his proposal and referred to the operating procedures, on which staff had been consulted, that would be followed.

21. DMcC said that his query about the wearing of face coverings in the office space had been answered by the SIB premises officer. These are not mandatory. KT and MTM gave examples of how the offices of organisations they work with have reopened, noting that there has been some return to face-to-face meetings with social distancing.

22. The Board was content that the SIB office should reopen as planned from the 12th August. Staff should continue to work from home where possible, but can use the office where they consider this necessary.

23. Board members suggested that use of the office should be monitored over the next few months

CHIEF EXECUTIVE'S REPORT/ISNI REPORT

24. The report was taken as read. BH noted the following points which had arisen since the report was issued:

- He had met Dr Philip Weir, (DUP SpAd with responsibility for SIB). BH had briefed Tomas Wilkinson, NIAO and explained the Board's views on the NIAO's report on the delivery of major capital projects. Mr Wilkinson had assured him that the NIAO would consider these carefully.
- A councillor from Mid and East Antrim has circulated a letter calling for the Infrastructure Minister to collapse the Arc 21 procurement
- The NI Education Minister has spoken to the Chief Secretary to the Treasury in respect of Strule.

25. Board members commented on the CEO report as follows:

- DMcS sought clarification of the procurement status of the Strule campus. DMcS welcomed the work being done on digital health records.
- GMcG and MTM enquired about the ISNI. It was agreed that an update from Dr Martin Spollen would be useful.
- KT asked about SIB's support to the Tackling Paramilitarism Programme. BH confirmed that SIB had been asked to recruit the Programme Director after DoJ had confirmed it could not fill the vacancy.
- DMcC, KT and MTM noted that there is a major review being carried out on the future funding arrangements for HMS Caroline.

RISK REGISTERS

26. The Board noted the revised format of the risk registers and the focus on contingency planning in case of a second spike of Covid19.

27. DMcC noted that the Department for Communities are registering opportunities as well as risks. He thought this a helpful development

28. The Board approved the risk registers.

FINANCE REPORT AND MEDIA PACK

29. BH confirmed that 40% of the budget has been spent so far this year. He is confident that the budget is on track for this time of year.

30. The media pack was taken as read and there were no comments from Board members.

AOB

31. GMcG invited Board members to consider topics and invitations to guests for the November strategy day. The new PfG could be a useful starting point.

32. BH will keep DMcC and GMcG informed of any staff welfare issues during the pandemic and will continue to provide staff with the necessary support.

Chairman

ACTIONS OUTSTANDING FROM PREVIOUS MEETINGS

Ref	Action	Person Responsible	Expected Completion Date
1/20/3	Record training by Board Members in personal logs.	Board Members	Suspended
1/20/5	Chairman to write to Mark Browne in respect of SLT proposal.	Chair & CEO	Awaiting clearance by TEO

ACTIONS FROM AUGUST 2020 BOARD MEETING

Ref	Action	Person Responsible	Expected Completion Date
8/20/1	Send (up to) five Board objectives to the Chairman.	All Board members	1 September
8/20/2	Send Board skills/experience requirements to the Chairman.	All Board members	1 September
8/20/3	Arrange one to one meetings with Board members	Chairman	September/October 2020
8/20/4	Review and report on the proposed Group structure.	CEO	September Board meeting.
8/20/5	Include ISNI on agenda for September Board meeting.	CEO	Complete
8/20/6	Amend Board paper on recruitment to include reference to salary benchmarking.	CEO	Complete