

**NEIL GIBSON**  
**PERMANENT SECRETARY**

2<sup>nd</sup> Floor West  
Clare House  
303 Airport Road West  
BELFAST, BT3 9ED  
Tel No: 028 90816590  
E-mail: [neil.gibson@finance-ni.gov.uk](mailto:neil.gibson@finance-ni.gov.uk)



**Daniel McCrossan**  
**Chairperson**  
**Public Accounts Committee**  
**([Committee.publicaccounts@niassembly.gov.uk](mailto:Committee.publicaccounts@niassembly.gov.uk))**

**Our Ref: SCORR 0123-2025**

**1 July 2025**

Dear Daniel

**MEMORANDUM OF REPLY: MAJOR CAPITAL PROJECTS – FOLLOW-UP REPORT**

Thank you for your letter dated Friday 27 June 2025 requesting an update on the Memorandum of Reply (MoR) on the above report.

Following the publication of the Committee's 'Major Capital Projects - Follow Up Report' on 3 April 2025, there has been extensive work carried out across Departments and Centres of Procurement Expertise to ensure the response to the Follow Up Report is comprehensive and deliverable.

You will be aware that the majority of major infrastructure projects are delivered outside the Department of Finance, therefore significant engagement has taken place in conjunction with the Strategic Investment Board, with the Sub-Committee of the NI Civil Service Board (with responsibility for oversight of major capital projects) and the NICS Board.

As many of the responses to the PAC's recommendations are aligned to the Executive's Investment Strategy, which has not yet been to the Executive, the Minister has asked for the MoR to be presented to the Executive immediately after the Investment Strategy has been approved.

I regret on this occasion, due to the significant level of engagement required across Departments and the wider Public Sector, and delays to the approval of the Investment Strategy, it has not been possible to meet the 8-week deadline for publication of the MoR. In accordance with the guidance<sup>1</sup> on the Public Audit Process, the Department has engaged with the Treasury Officer of Account's (TOA's) team, who in turn has engaged with the Committee clerk.

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<sup>1</sup> Reference paragraph 6.9 [NI Public Audit Process including PAC scrutiny of public spending - Version 2 \(Final\) - 7 December 2023](#)

To give the Committee assurance that significant work has been progressed to identify and alleviate the root causes for delays on major capital projects, the Minister is content for the attached Table to be forwarded to you.

The Table shows the progress on each of the 12 Enabling Actions which have been established to manage the common causes for delays in projects. These Enabling Actions have been agreed by the NICS Board and address Recommendation 4 of the Committee's Follow Up Report.

I hope you find this response useful.

Yours sincerely

A handwritten signature in black ink, appearing to read 'N. Gibson', followed by a period.

**NEIL GIBSON**