



Department of  
**Finance and  
Personnel**

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# Operational Plan 2010-11



# 11

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# Minister's Foreword



I am pleased to introduce my Department's Business Plan for 2010/11. This plan covers the final year of the DFP Corporate Plan 2008-11 and sets out the actions that will be taken during 2010/11 in support of the Department's vision of

**“Leading Reform, Delivering Value and Promoting Sustainability”.**

The plan includes a range of targets in all areas of the Department including the monitoring of public expenditure to help ensure that the priorities of the Executive, made under the Programme for Government 2008-11 are delivered. The pressure on public sector spending will intensify during 2010/11 as a result of the global economic recession and there will be tough choices ahead. DFP will continue to be at the forefront as we seek to ensure that public spending delivers best possible value for money and the high quality front line services that the citizens of Northern Ireland expect and deserve in areas such as health, education and social development.

We will seek to further improve the access to public services and information for the people of Northern Ireland through the NI Direct programme and by reducing barriers to online access. The plan also sets out the next steps in relation to the efficient operation of the important shared

services that DFP provides for other Government departments in the areas of: Information and Technology, Finance and Accounting, Human Resources and Training. We will now focus on establishing a single shared services model to improve the quality and effectiveness of the shared services and to drive the benefits from the significant investment in the new systems.

As part of the Budget 2008-11, my Department is required to make further cash releasing savings of £14.8 million in 2010/11, leaving a resource budget of £182.9 million, and a capital budget of £15.2 million. This will be a significant challenge for the Department and will require a rigorous review of our processes and a focus on innovation and improvement, customer service and sound financial management.

I endorse this programme of work for 2010/11, which I believe, through the continued hard work, dedication and commitment of DFP staff, will achieve our objectives on behalf of the citizens of Northern Ireland.

**Sammy Wilson MP MLA**

# Permanent Secretary's Foreword



Since joining the Department in August 2009, I have been impressed by the way in which staff have risen to the many challenges and by the level of professionalism and dedication displayed in providing support to the Minister, the Executive and the Assembly as we seek to meet the commitments made within the Programme for Government by delivering improved public services to the citizens of Northern Ireland in the most cost effective way.

We have now completed the implementation of the NICS Reform Programme, with the final phases of both AccountNI and HRConnect having gone live during 2009-10. Although this has not been without its difficulties, the new systems provide a solid foundation on which we can build and provide the platform to support all NICS Departments and Agencies in delivering their business objectives. Key areas of focus for the year ahead will be on responding to the feedback from users of the systems to ensure that we improve the way they work and also on realising the benefits of the reform projects. The new Enterprise Shared Services will take the lead in bringing about improvements in user experience, through the implementation of Service Level Agreements and reporting on progress against Key Performance Indicators for the common services. However, each of us will have a role to play to improve our utilisation of and familiarity with operating the shared services. This will require a collective approach, where line managers and staff

work collaboratively to maximise the benefits of using the new systems in carrying out their day-to-day duties.

The creation of the NI Direct website during 2009-10 has brought about significant improvement in access to public services and information to the citizens of Northern Ireland. We will continue this work in 2010-11 to make NI Direct the website of choice for Government information and provide the capacity for the public to conduct an increased number of transactions online.

We also reviewed, updated and published our Departmental values during 2009-10, with staff taking the lead in redefining the culture and core beliefs of the Department. It will be important to embed those values of Customer, Leadership, Ethical, Accountable, Results (CLEAR) into our everyday work as we look to meet the challenges that undoubtedly lie ahead.

I look forward to leading the Department in the year ahead and working with staff across the Department in delivering our objectives.

A handwritten signature in black ink, which appears to read 'Stephen Peover'. The signature is fluid and cursive.

**Stephen Peover**

# Business Planning 2010-11

## our vision

**‘Leading reform, delivering value and promoting sustainability’**

The DFP vision continues to capture our key priorities as a Department and will therefore guide our work for 2010-11.

## our purpose

The Department’s overarching objectives set out in the Northern Ireland request for Resources (RfR) structure in Estimates are:

- To prioritise the use of resources available to Northern Ireland, ensure that these are used efficiently and secure the reform and modernisation of public services.
- To deliver efficient and cost-effective services to the public in the Department’s areas of executive responsibility.

## our values

- C**ustomer ..... focused on service
- L**eadership ..... strong, with clear direction
- E**thical ..... honest, fair, equal
- A**ccountable ..... to citizens & their representatives
- R**esults ..... working to deliver best value

“Our values describe the essence of how we work. They define our culture and our core beliefs.

Our values are demonstrated in the behaviours we display, the decisions we make and actions we take everyday.

Our values are **CLEAR** to each person working in the Department.

Our values are **CLEAR** to each customer who uses or needs our services.

Our values are **CLEAR** to each citizen who comes in contact with us.

The DFP Operational Plan for 2010-11 covers the final year of the DFP Corporate Plan 2008-11, and sets out DFP's remaining Public Service Agreement commitments and Departmental Objectives and Priorities for 2010-11.

It is supported by detailed Directorate and Agency level plans. These plans have been developed in Balanced Scorecard format to enable effective monitoring and communication of performance.

## **Context and Challenges for 2010-11**

Whilst much has been achieved during 2009-10, the Department faces significant financial constraints due to the continuing global recession. As both the Government nationally and the Northern Ireland Executive seek to address the challenging economic conditions, it will mean an inevitable tightening of spending across the public sector at a time when the demand for improved and more responsive public services grows.

In its lead role with responsibility for finance, DFP will continue to support the Minister and the Executive by ensuring that the financial resources available to Northern Ireland are allocated effectively to NI Departments and provide maximum value for money services to the citizens of Northern Ireland. The Department itself will continue to deliver efficiencies by streamlining internal processes, working to reduce sick absence levels, encouraging innovative ways of working and maximising the benefits of the new shared services.

## **Delivering the Plan**

To deliver the Operational Plan 2010-11 within the context of these challenges will require strong, visible leadership by all DFP managers. The Departmental Board is committed to an ongoing programme of corporate improvement, and consequently the plan has a strong focus on responding to all staff and customer feedback, adopting best practice approaches and embedding the Department's **CLEAR** values. It will be essential that managers lead by example and work closely with their staff to encourage two-way communication and fresh thinking to meet the challenges they collectively face, providing the necessary support and development opportunities where possible. Equally, staff will need to think creatively about the duties they are required to undertake, and suggest new ways of working to improve the services they deliver.

The Department remains committed to honouring all statutory equality and regulatory impact duties and to working closely with other NICS Departments on a number of cross-Departmental strategies aimed at improving lives of the citizens of Northern Ireland, and following best practice guidance from the Equality Commission for Northern Ireland and other statutory bodies.

# Summary DFP Balanced Scorecard 2010-11

## Leading Reform, Delivering Value and Promoting Sustainability

All of the commitments contained within the Balanced Scorecard 2010-11 will be regularly reviewed in-year by the Departmental Board. Where necessary, objectives and targets may need to be adjusted in line with competing Departmental Priorities and within the context of continued financial pressures.

### RESULTS

- To implement and deliver the Northern Ireland Civil Service Shared Services programme
- To secure, plan, manage and monitor public expenditure
- To ensure that corporate NICS Human Resource policies and services support the achievement of business objectives across the NICS
- To deliver DFP Executive Agency targets

### CUSTOMERS

- To promote and improve access to public services and information in Northern Ireland
- To provide high quality services which are responsive to and meet the needs and expectations of our customers

### INTERNAL PROCESSES

- To ensure appropriate level of information assurance
- To review DFP resources to ensure alignment with the DFP business plan and budget

### ORGANISATION AND PEOPLE

- To lead modernisation and change through visible leadership, a culture of innovation and continuous improvement and equipping staff with the necessary skills

# DFP Balanced Scorecard 2010-11

## Results

DFP Value: Working to Deliver Best Value

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R1	To implement and deliver the Northern Ireland Civil Service Shared Services programme.	<p>Customer satisfaction levels</p> <p>Key Performance Indicators</p> <p>Benefits realisation targets</p> <p>Delivery of Centre for Applied Learning Business Plan</p>	<p>R1.1</p> <p>PSA 2.1 2.1</p>	<p>Deliver the Enterprise Shared Services Business Plan as agreed with the Shared Services Strategy Board by 31 March 2011</p> <p>To deliver the Centre for Applied Learning Business Plan as agreed with the Centre for Applied Learning Strategy Board</p>	<p><b>P Wickens</b></p> <p><b>P Wickens</b></p>
R2	To secure, plan, manage and monitor public expenditure in line with the Executive priorities and ensure best value for money through effective procurement.	<p>Developing spending plans for NI departments for the next Budget period in line with the priorities set out in the Programme for Government and within the constraints of the overall level of funding available to the Executive. Timing dependent on the outcome of the UK wide Spending Review and Executive agreement to each stage of the process</p>	<p>PSA 2.1 3.1</p>	<p>Support Departments in ensuring that public spending delivers value for money and is accountable in line with the priorities set by the Executive in the Programme for Government.</p>	<p><b>R Pengelly</b></p>



**DFP Balanced Scorecard 2010-11**

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R2 cont'd		<p>Level of efficiencies delivered by NI Departments</p> <p>With OFMDFM, produce twice yearly Delivery Reports for the Executive and undertake at least one targeted exercise to improve performance and/or efficiency</p>	PSA 2.1 3.2	Monitor and report on the delivery of 3% per annum efficiency savings by NI Departments on a bi-annual basis and using the Performance Efficiency Delivery Unit to drive higher levels of performance and efficiency.	<b>R Pengelly</b>
		Existing spending plans for 2010-11 reviewed in accordance with processes determined by Ministers, including quarterly monitoring rounds	R2.1	NI Executive block expenditure for 2010-11 to be contained within HM Treasury control totals, with overall underspend to be within acceptable tolerance, as reflected in the 2010-11 Provisional Outturn position, as of June 2011.	<b>R Pengelly</b>
		Percentage of procurement spend directed through CoPEs	R2.2	95% of public procurement spend influenced by CoPEs by 31 March 2011.	<b>D Armstrong</b>
		Action plan produced	R2.3	In response to Committee for Finance and Personnel Procurement Inquiry recommendations, to produce an action plan for endorsement by Procurement Board by 17 June 2010.	<b>D Armstrong</b>
		Progress report on implementation	R2.4	To commence action plan implementation and deliver progress report to Procurement Board by 30 November 2010.	<b>D Armstrong</b>
R3	To ensure that corporate NICS Human Resource policies and services support the achievement of business objectives across the NICS.	Training priorities identified	PSA 2.1 2.2	By April each year, to identify priorities for the commissioning of training from the Centre for Applied Learning, in line with NICS business needs.	<b>D Baker</b>

**DFP Balanced Scorecard 2010-11**

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R3 cont'd		Levels of representation at each grade	PSA 2.1 2.3	The NICS is more reflective of the diversity of Northern Ireland's society by 2011.	<b>D Baker</b>
		NICS sick absence targets	R3.1	Support Departments to achieve overall NICS sickness absence targets as agreed by Ministers by 31 March 2011.	<b>D Baker</b>
		DFP sickness absence target	R3.2	Achieve DFP sickness absence target as agreed by Minister by 31 March 2011.	<b>Departmental Board (D Orr co-ordinating responsibility)</b>
		Pay strategies in place	R3.3	Support the Executive in developing pay strategies for NICS staff by 31 March 2011.	<b>D Baker</b>
R4	To deliver DFP Executive Agency targets.	Implementation of NICS People Strategy	R3.4	Implement actions in the NICS People Strategy 2009/13 in line with the agreed HR Annual Business Plan for 2010-11.	<b>D Baker</b>
		Progress against Northern Ireland Statistics and Research Agency (NISRA) and Land and Property Services (LPS) targets	R4.1	Monitor and report progress against targets in the NISRA Business Plan 2010-11 through twice yearly assessments at Accountability Meetings with the Department.	<b>N Caven</b>
	Accountability Meetings with Agency Chief Executives	R4.2	Monitor and report progress against targets in the LPS Business Plan 2010-11 through twice yearly assessments at Accountability Meetings with the Department.	<b>J Wilkinson</b>	

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DFP Balanced Scorecard 2010-11

# Customers


DFP Value: Customer - Focused on Service



Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
C1	To promote and improve access to public services and information in Northern Ireland.	<p>Level of uptake and range of services provided by NI Direct</p> <p>Improved resolution of queries at first point of contact</p> <p>Comparison against annual NISRA survey on internet access</p>	<p>PSA 20 4.2</p> <p>PSA 20 4.3</p> <p>PSA 20 4.5</p>	<p>Continue roll-out of the NI Direct telephony services to NICS Departments and Agencies, subject to business case.</p> <p>Deal effectively with at least 50% of enquiries received through the single number at first point of contact by 31 March 2011.</p> <p>Reduce barriers to citizen access to online public services through delivery of a Digital Inclusion programme by 31 October 2010.</p>	<p><b>D Orr</b></p> <p><b>D Orr</b></p> <p><b>D Orr</b></p>
C2	To provide high quality services which are responsive to and meet the needs and expectations of our customers across all areas of the Department's responsibility.	Improved customer relations and satisfaction levels	C2.1	Conduct assessment against best practice customer service indicators and implement prioritised improvements in response to the 2009 Customer Survey by 30 March 2011.	<p><b>Departmental Board</b></p> <p><b>D Orr (co-ordinating responsibility)</b></p>

# Internal Processes

DFP Value: Accountable - To Citizens and their Representatives

					
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Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
IP1	To ensure appropriate level of information assurance through compliance with Data Protection legislation and implementation of compliant security practices in relation to document, physical and personal security as set out in the Security Policy Framework (SPF).	DFP recognised as a Department focussed on data security and information assurance	IP1.1	Implement actions from reviews of information assurance and report annually to the Departmental Board on compliance with the Security Policy Framework within DFP.	<b>G Cosgrave</b>
		Implementation of Information Commissioner recommendations Implementation of Cabinet Office review recommendations	IP1.2	Provide leadership across the NICS on information assurance and encrypt 90% of NICS laptops by 31 March 2011.	<b>T Kennedy</b>
IP2	To review DFP resources to ensure alignment with the DFP business plan and budget.	Available resources allocated to Business Areas in line with business priorities	IP2.1	Review DFP resources and prepare a Departmental budget and business plan for 2011/12 by 28 February 2011.	<b>D McNeilly</b>
		Delivery of efficiencies and living within budgets	IP2.2	Avoid overspend and ensure less than 1.5% underspend compared to final plan.	<b>Departmental Board</b> <b>D Orr (co-ordinating responsibility)</b>

**DFP Balanced Scorecard 2010-11**

# Organisation and People

DFP Value: Leadership - Strong with Clear Direction

DFP Value: Ethical - Honest, Fair, Equal

					
changing for the better					
Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
OP1	To lead modernisation and change through visible leadership, promoting a culture of innovation and continuous improvement and equipping staff with the necessary skills to sustain the delivery of the Department's objectives.	Staff engagement in implementing improvements.  Recognition of improvements implemented and how they have made a positive difference.	OP1.1	Conduct assessment against best practice indicators and implement prioritised improvements in response to the 2009 Staff Attitude Survey and IIP assessment by 30 March 2011.	<b>Departmental Board</b>  <b>D Orr</b> (co-ordinating responsibility)

# Annex A

## Resourcing the Plan

The net resource and capital allocations for 2010-11 are summarised in the tables below. These figures were updated following the Minister's announcement of revised spending plans for 2010-11, agreed in April 2010.

**Table 1 - DFP Resource Allocation**

	<b>2010-11 £000s</b>
Admin	178,333
Admin Receipts	-41,431
Other Resource	53,056
Other Resource Receipts	-29,143
Admin Non Cash	18,889
Resource Non Cash	3,035
<b>NET RESOURCE</b>	<b>182,739</b>

**Table 2 - DFP Capital Allocation**

	<b>2010-11 £000s</b>
Capital	15,225
Capital Receipts	0
<b>NET CAPITAL</b>	<b>15,225</b>

**Table 3 - DFP Efficiencies by Business Area**

<b>Business Area</b>	<b>2010-11 £000s</b>
Corporate Services Group	-600
Central Finance Group	-900
Corporate HR	-400
Central Procurement Directorate	-750
Delivery and Innovation Division	-150
Departmental Solicitor's Office	-200
Accommodation Services	-4,700
Lands and Property Services	-7,100
<b>TOTAL</b>	<b>-14,800</b>

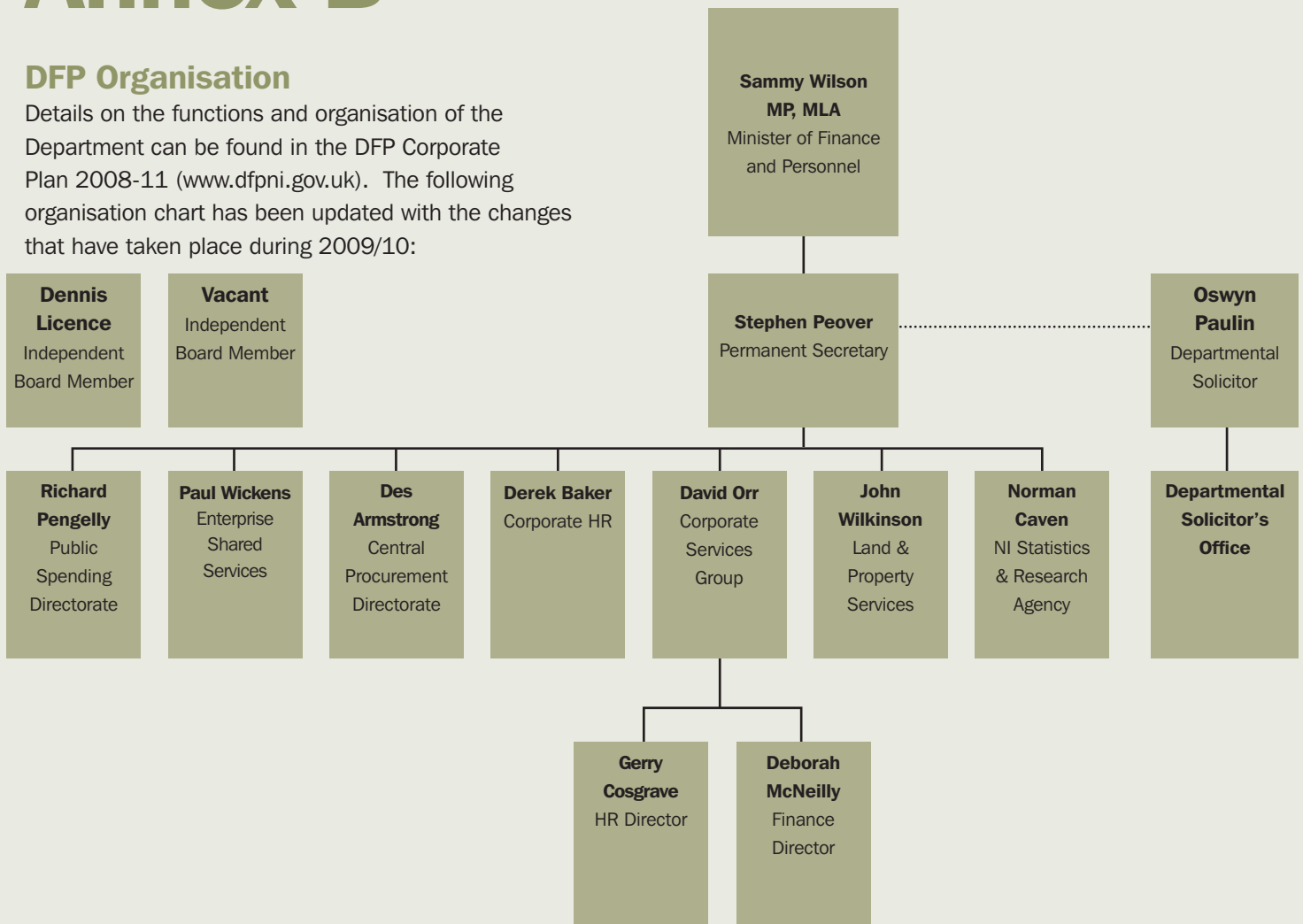
## DFP Expenditure Plans

	£m Net Current	£m Net Capital
<b>Objective A</b>		
Central Finance Group	5.3	
Central Procurement Directorate	3.3	0.2
Corporate HR	4.0	
Delivery and Innovation Division	9.6	0.3
Departmental Solicitor's Office	4.5	
Enterprise Shared Services	47.4	7.3
Accommodation Services	70.4	4.8
<b>Total Objective A</b>	<b>144.5</b>	<b>12.6</b>
<b>Objective B</b>		
NI Statistics & Research Agency	10.1	0.9
Land and Property Services	16.0	1.8
EU Community Initiatives	1.0	
ERDF		
Special EU Programmes Body	1.3	
Other Bodies	1.2	
<b>Total Objective B</b>	<b>29.6</b>	<b>2.7</b>
Corporate Services Group	8.4	
EU Peace Programme	0.2	
Pensions	0.1	
<b>Total</b>	<b>182.9</b>	<b>15.2</b>

# Annex B

## DFP Organisation

Details on the functions and organisation of the Department can be found in the DFP Corporate Plan 2008-11 ([www.dfpni.gov.uk](http://www.dfpni.gov.uk)). The following organisation chart has been updated with the changes that have taken place during 2009/10:



The DFP Departmental Board is strengthened by the wide range of skill, experience and insight from across the private and public sectors, brought by two Independent Board Member positions. Dennis Licence currently fulfils this role and recruitment for the second position will be completed during 2010-11.

**Dennis Licence** became an independent Member of the DFP Departmental Board in April 2005. Educated in Larne Grammar School and achieving a MBA in International Business and Industrial Development in 1987, Dennis worked throughout his career in the banking industry achieving the position of Managing Director of the First Trust Bank in 1997. He recently retired from this post and as well as being an Independent Board Member for DFP holds a number of challenging executive and non executive positions including Chairman Northern Ireland Memorial Fund, Chairman Baker Tilly Mooney Moore Accountants, Member of Senate Queens University Belfast and Visiting Professor Faculty of Business and Management University of Ulster. Dennis chairs the PSNI Audit and Risk Committee and sits as an Independent Member on the DFP Audit and Risk Committee and on the Land and Property Services Management Board and is also Ministerial Advisor on the Performance and Efficiency Delivery Unit.



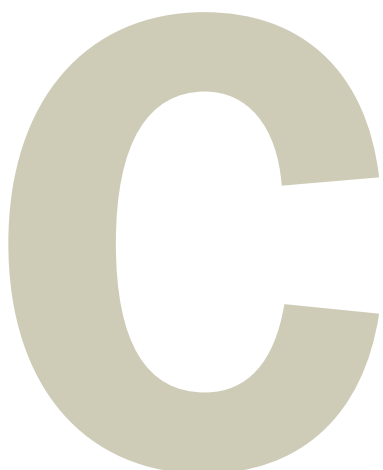
# Annex C



## Key LPS Targets for 2010-11

- To maximise the collectable rates that are collected or discharged by 31 March 2011 and administer rating reliefs accurately and promptly.
  - (a) To collect 95.5% of the net collectable rates (i.e. after reliefs and discharges and based on assessments issued at end April 2010).
  - (b) To secure or action through the court process 75% of the ratepayer debt existing at the start of the financial year.
- To maintain the valuation list with early, accurate assessments and regular revaluations.
  - (a) To publish the new non domestic Valuation List by 31 March 2011.
- To deliver the agreed LPS Action Plan 2010-2011.

**For more information about Land & Property Services see [www.lpsni.gov.uk](http://www.lpsni.gov.uk)**



# Annex D



## Key NISRA Targets for 2010-11

- To promote confidence in official statistics by ensuring that all reported breaches of the Code of Practice are investigated and action taken, as far as possible, to prevent a recurrence.
- To achieve National Statistics designation/redesignation for all products assessed by the UK Statistics Authority for compliance with the Code of Practice for Official Statistics, where an assessment outcome is declared within the year.
- To achieve no less than 96% of customers (who respond to the customer satisfaction survey) rating NISRA's services and products as satisfactory or better, of which 75% overall are 'very satisfied'.
- To complete the scanning and data capture of all birth and death registration records from 1864 to 2004.
- To make all the necessary preparations for, and to carry out on 27 March 2011, the 2011 Census in Northern Ireland in accordance with the provisions of the prevailing secondary legislation.

The Agency also has a range of Chief Executive Targets which are detailed in the NISRA Business Plan for 2010-11.

**For more information about NISRA see**  
[www.nisra.gov.uk](http://www.nisra.gov.uk)







Department of  
**Finance and  
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[www.dfpni.gov.uk](http://www.dfpni.gov.uk)

Department of Finance and Personnel Headquarters,  
Rathgael House, Balloo Road, Bangor, BT16 7NA.  
T: 028 9185 8169 [www.dfpni.gov.uk](http://www.dfpni.gov.uk)

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