



# Business Plan 2011-12





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# Business Planning 2011-12

## our purpose

The **overall aim** of the Department is “to help the Executive secure the most appropriate and effective use of resources and services for the benefit of the community”.

In pursuing this aim, the **key objective** of the Department is to deliver quality, cost effective and efficient public services and administration 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.”

## Key Challenges and Priorities

The priorities for DFP in the coming year will be:

- Delivering, high quality, effective shared services to NICS Departments;
- Managing and monitoring public expenditure in line with the Executive's priorities;
- Taking forward outputs of the 2011 Census;
- Maximising the collection of rates revenue;
- Continuing to improve access to government services and information in Northern Ireland;
- Consolidating and reducing the size of the NICS Office Estate, maximising the utilisation of space; and
- Providing leadership in information assurance across the NICS.

We will continue to focus on the delivery of shared services across the Northern Ireland Civil Service (NICS), in the areas of Finance, HR, ICT, procurement, accommodation and legal advice. This will contribute to the delivery of high quality, efficient public services across the NICS.

Through the NI Direct programme the Department will continue to improve the quality of citizens' access to government services, simplifying and improving access to government by launching a range of additional citizen information services.

The financial climate will remain challenging and the Department will continue to have a key role in supporting the Executive in maximising resources and securing the most appropriate and effective use of resources and services for the benefit of the community.

The Northern Ireland Statistics and Research Agency (NISRA) will take forward the outputs from the 2011 Census, which will help inform the development of public services.

Having made steady progress, Land and Property Services will work vigorously to increase the level of collectable rates and to reduce the amount of year end debt, whilst recognising the difficult economic situation which is impacting on the ratepayers' ability to pay.

In addition, the Department will work towards providing modern, fit for purpose office accommodation for NI departments. The footprint of the government office estate will be rationalised by reducing the level of leased office space and increasing the amount of space efficient accommodation.

The Department's capital allocations will enable DFP to progress investment, particularly in relation to shared services and accommodation provided for, and on behalf of, NI departments and other public bodies.

A range of measures to deliver savings will also be taken forward. These include optimising the use of resources, reducing corporate services costs, maximising revenue and getting better value for money from contracts. Whilst some reductions in staff numbers will be necessary, these are expected to be achieved through the Department's normal turnover of staff, coupled with appropriate recruitment, promotion and redeployment strategies.

# Summary DFP Balanced Scorecard 2011-12

All of the commitments contained within the DFP Balanced Scorecard 2011-12 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.

The DFP plan 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.

## RESULTS

- To secure, plan, manage and monitor public expenditure in line with the Executive's priorities, supporting departments in maximising the benefits of effective procurement.
- To ensure that corporate NICS Human Resource policies and services support the achievement of business objectives across the NICS.
- To deliver key Northern Ireland Statistics and Research Agency (NISRA) targets.
- To deliver key Land and Property Services (LPS) Agency targets.
- To manage the size of the NICS office estate and increase the number of staff working in modern, space efficient accommodation.
- To ensure effective management of the Department's budget in support of departmental objectives.

## CUSTOMERS

- To improve the effectiveness and efficiency of the enterprise shared services provided to all customers.
- To 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 across all areas of the Department's responsibility.

## INTERNAL PROCESSES

- To ensure appropriate level of information assurance through compliance with Data Protection legislation and implementation of compliant security practices.
- To put in place governance arrangements for the effective delivery of services in customer facing areas of the Department.
- To rationalise the delivery of support services across the Department.
- To promote and monitor sustainable development across the Department

## ORGANISATION AND PEOPLE

- To promote a culture of continuous improvement within DFP through visible leadership to sustain the delivery of the departmental objectives.
- To support Business Areas in the effective management and development of the DFP workforce to support delivery of the departmental objectives.

# DFP Balanced Scorecard 2011-12

## Results

### DFP Value: Working to Deliver Best Value

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner	
R1	To secure, plan, manage and monitor public expenditure in line with the Executive's priorities, supporting departments in maximising the benefits of effective procurement.	Developing spending plans in line with the Executive's budget timetables.	R1.1	<ul style="list-style-type: none"> <li>Support the DFP Minister and the Executive in the effective strategic management of NI public expenditure within Treasury control totals.</li> </ul>	<b>R Pengelly</b>	
		Review existing spending plans in accordance with processes determined by Ministers, including in-year monitoring rounds.	R1.2	<ul style="list-style-type: none"> <li>Maximise value for money and accountability through an effective framework of guiding principles and delegations</li> </ul>		<b>R Pengelly</b>
		Procurement Board Strategic Plan 2011/14.	R1.3	<ul style="list-style-type: none"> <li>Support the Procurement Board in developing a strategy to maximise the value for money benefits from public procurement expenditure (by July 2011) and lead the implementation.</li> </ul>		<b>D Armstrong</b>
R2	To ensure that corporate NICS Human Resource policies and services support the achievement of business objectives across the NICS.	Reduction in the levels of sickness absence.	R2.1	<ul style="list-style-type: none"> <li>Implement the actions in the NICS People Strategy in line with the agreed HR Annual Business Plan 2011/12.</li> </ul>	<b>D Baker</b>	
		Progress against HR Annual Business Plan 2011/12.	R2.2	<ul style="list-style-type: none"> <li>Support departments to achieve overall NICS sickness absence target of 10 days by 31 March 2012.</li> </ul>		
			R2.3	<ul style="list-style-type: none"> <li>Complete the NICS Pay and Grading Review by 31 March 2012.</li> </ul>		
			R2.4	<ul style="list-style-type: none"> <li>Complete the preparatory work necessary for implementation of reform of the Principal Civil Service Pension Scheme (Northern Ireland) as agreed by Ministers by 31 March 2012.</li> </ul>		

## DFP Balanced Scorecard 2011-12

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R3	To deliver key Northern Ireland Statistics and Research Agency (NISRA) targets.	Progress against NISRA targets.  Accountability meetings with Agency Chief Executives.	R3.1  R3.2  R3.3	<ul style="list-style-type: none"> <li>Achieve National Statistics designation/re-designation 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.</li> <li>Complete the fieldwork and data capture from the 2011 Census.</li> <li>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 70% overall are 'very satisfied'.</li> </ul>	<b>N Caven</b>
R4	To deliver key Land and Property Services (LPS) Agency targets.	Progress against LPS targets.  Accountability meetings with Agency Chief Executives.	R4.1  R4.2  R4.3	<ul style="list-style-type: none"> <li>Collect £1,035 million of rates during 2011-12.</li> <li>Reduce rating debt to £145m by the end of 2011-12 (excluding debt arising from the collection of rates on empty homes which is being introduced wef 1 October 2011).</li> <li>Develop a Northern Ireland portal to meet INSPIRE legislative requirements with Publication services, Catalogue services and View services to be operational by 31 October 2011.</li> </ul>	<b>J Wilkinson</b>
R5	To manage the size of the NICS office estate and increase the number of staff working in modern space efficient accommodation.	Reduction in the footprint of leased office space.  Increased level of staff in modern space efficient accommodation.	R5.1  R5.2	<ul style="list-style-type: none"> <li>Vacate 10,000 square metres of leased office space by 31 March 2012.</li> <li>Increase the number of workstations in modern space efficient accommodation by 400 by 31 March 2012 (up from 1500).</li> </ul>	<b>D Orr</b>
R6	To ensure effective management of the Department's budget in support of departmental objectives.	No overspend and management of underspends.	R6.1	<ul style="list-style-type: none"> <li>Within DFP, avoid overspend and ensure less than 1.5% underspend compared to final plan.</li> </ul>	<b>D Orr</b> Co-ordinating for all Business Areas



## DFP Balanced Scorecard 2011-12

# Customers

### DFP Value: Focused on Service

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
C1	To improve the effectiveness and efficiency of the enterprise shared services provided to all customers.	Achieve customer satisfaction levels within agreed budget.	C1.1	<ul style="list-style-type: none"> <li>Deliver the Enterprise Shared Services Business Plan as agreed with the Shared Services Strategy Board by 31 March 2012.</li> </ul>	<b>P Wickens</b>
C2	To improve access to public services and information in Northern Ireland.	Improved access for citizens to government services via NI Direct website and telephony.	C2.1	<ul style="list-style-type: none"> <li>Launch additional telephony based citizen information services by 31 December 2011 including:                             <ul style="list-style-type: none"> <li>a range of rationalised service numbers for NI government services</li> <li>a 101 general enquiry number</li> <li>a SMS text message service</li> </ul> </li> </ul>	<b>D Orr</b>
		C2.2	<ul style="list-style-type: none"> <li>Increase the number of calls handled by the accredited NI Direct contact centre from 4.5 million to 5 million / year by 31 March 2012.</li> </ul>		
C3	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.	C3.1	<ul style="list-style-type: none"> <li>Implement the prioritised customer service improvements identified through the DFP Quality Programme by 31 March 2012.</li> </ul>	<b>D Orr</b> Co-ordinating for all Business Areas
		C3.2	<ul style="list-style-type: none"> <li>Monitor customer satisfaction levels in key customer facing business areas by 31 March 2012.</li> </ul>		

## DFP Balanced Scorecard 2011-12

# Internal Processes

### DFP Value: Accountable - To Citizens and their Representatives

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.	Leadership to NICS on Information Assurance and Information Management.  Level of assurance on DFP's Information Management and Security procedures.	IP1.1	<ul style="list-style-type: none"> <li>Develop a new web security framework by 30 June 2011.</li> </ul>	<b>D Orr</b>
			IP1.2	<ul style="list-style-type: none"> <li>Review and streamline all information assurance policy and practice into a web based NICS framework by 30 September 2011.</li> </ul>	<b>D Orr</b>
			IP1.3	<ul style="list-style-type: none"> <li>Implement the DFP Information Assurance Action Plan including the recommendations from the Information Commissioners Office audit report.</li> </ul>	<b>D Orr</b>
			IP1.4	<ul style="list-style-type: none"> <li>Establish and ensure the effective operation of the Information Governance Board by 30 September 2011.</li> </ul>	<b>S Peover</b>
IP2	To put in place governance arrangements for the effective delivery of services in customer facing areas of the Department.	Effective governance arrangements.	IP2.1	<ul style="list-style-type: none"> <li>Review the governance arrangements for all customer facing areas of the Department by 30 September 2011 and implement by 31 March 2012.</li> </ul>	<b>S Peover</b>
IP3	To rationalise the delivery of support services across the Department.	Rationalisation of support services.	IP3.1	<ul style="list-style-type: none"> <li>Consider the findings of the assessment of support services across DFP, setting targets for reduction by 30 June 2011 and implementing by 31 December 2011.</li> </ul>	<b>D Orr</b>
IP4	To promote and monitor sustainable development across the Department.	More sustainable practices across DFP.	IP4.1	<ul style="list-style-type: none"> <li>Publish the DFP Sustainable Development Action Plan by 30 June 2011 and monitor progress at Departmental Board meetings six monthly.</li> </ul>	<b>D Orr</b>

## DFP Balanced Scorecard 2011-12

# Organisation and People

DFP Value: Leadership - Strong with Clear Direction

DFP Value: Ethical - Honest, Fair, Equal

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
OP1	To promote a culture of continuous improvement within DFP through visible leadership to sustain the delivery of the departmental objectives.	Staff engagement in the identification and implementation of improvements.  Recognition of the positive difference made by the improvements implemented.	OP1.1  OP1.2	<ul style="list-style-type: none"> <li>Implement the prioritised improvements identified through the DFP Quality Programme by 31 March 2012.</li> <li>Undertake DFP Staff Attitude Survey fieldwork by 31 December 2011 and analyse results by 31 March 2012.</li> </ul>	<b>S Peover</b>
OP2	To support Business Areas in the effective management and development of the DFP workforce to support delivery of the departmental objectives.	Reduction in levels of sickness absence.  Training priorities identified.	OP2.1  OP2.2	<ul style="list-style-type: none"> <li>Reduce sickness absence in DFP to 9.1 days by 31 March 2012 in line with agreed Ministerial target.</li> <li>Following agreement of NICS training priorities, develop and publish DFP Corporate training priorities for 2011-12 by 30 September 2011.</li> </ul>	<b>D Orr</b> Co-ordinating for all Business Areas  <b>D Orr</b>

# Annex A

## Resourcing the Plan

The net resource and capital allocations for 2011-12 are summarised in the table below. The figures differ slightly from those published in the final budget due to a number of technical adjustments.

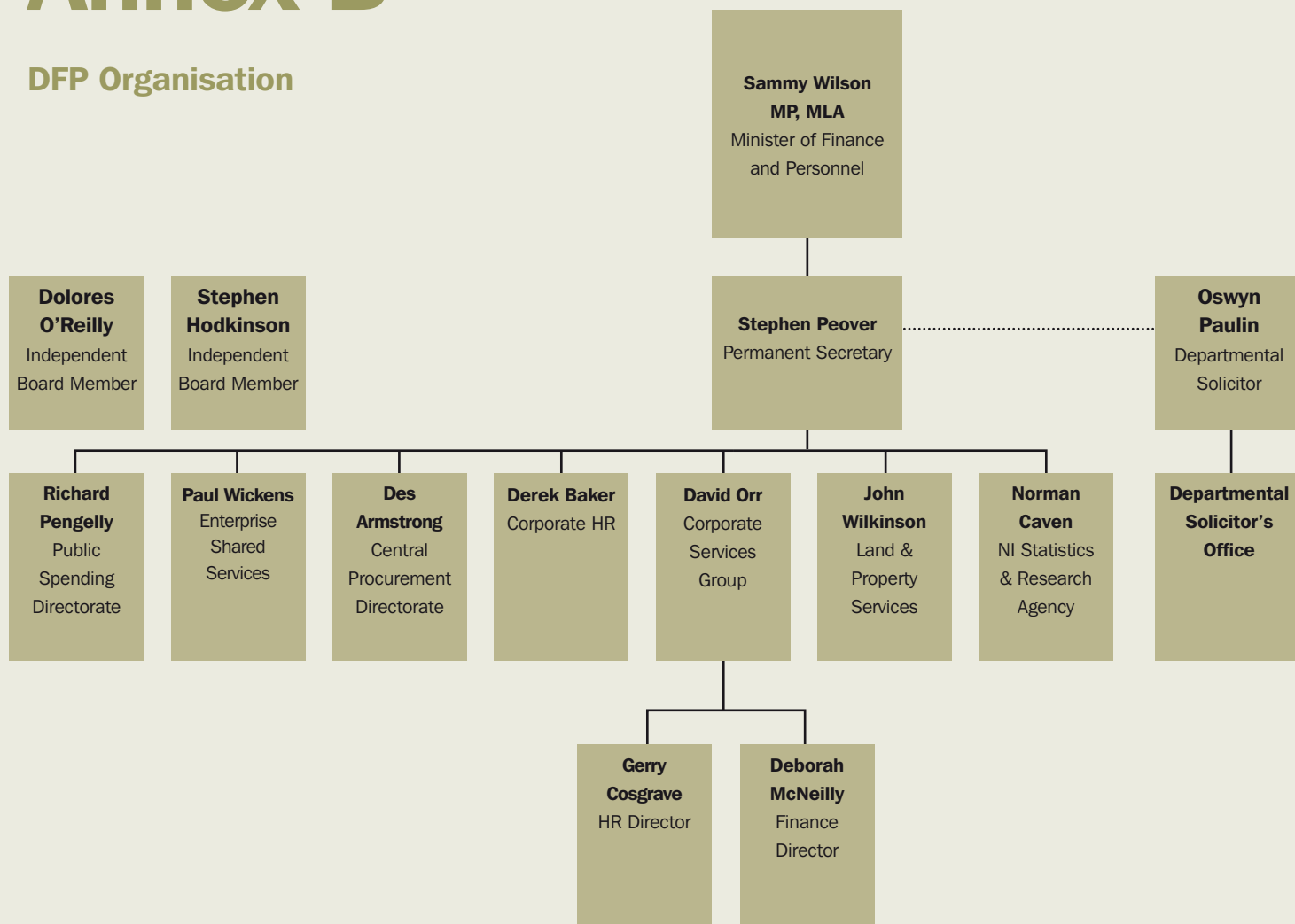
**Table 1 - DFP Resource Allocation**

<b>Spending Area</b>	<b>Current Expenditure</b>	<b>Capital Investment</b>
	<b>£m</b>	<b>£m</b>
Finance & Personnel & Other Services	27.4	1.2
NICS Shared Services	51.4	10.0
NI Statistics & Research Agency	12.9	0.2
Land & Property Services	23.7	2.0
EU Programmes	2.4	-
Special EU Programmes Body	1.4	-
NICS Accommodation Services	71.4	5.6
<b>TOTAL*</b>	<b>190.6</b>	<b>18.9</b>

\*There may be slight variations in totals due to roundings

# Annex B

## DFP Organisation



The Departmental Board is strengthened by the wide range of skill, experience and insight brought by two Independent Board Members.

**Stephen Hodkinson** became an independent Member of the DFP Departmental Board in September 2010. Stephen was Chief Executive of the Health and Social Services Central Services Agency (CSA) from 1990 – 2009. The CSA employs almost 1000 staff and has an annual budget of approx £800m. Included among his responsibilities was the creation of a regional procurement service for the Northern Ireland Health and Social Services. He has been a non-Executive member of the NI Association for Mental Health since 1989. Stephen has considerable experience of corporate governance and risk management, from his involvement in the CSA over almost twenty years, and his role with the NI Association for Mental Health.

**Professor Dolores O'Reilly** became an independent Member of the DFP Departmental Board in September 2010. She also chairs the DFP Audit and Risk Committee. Dolores is the chairman of the Board and Head of the Department of International Business, University of Ulster, and is a non-Executive Director of Independent News and Media (NI). In her role with the University of Ulster she has experience of managing complex change in leading a team to create a new University Department, which now has a student population of approx 700. Her role as Head of the Department of International Business has given her extensive experience of corporate governance, financial management and risk management. Dolores also led the course planning team for the creation of the MSc in Innovation Management in the Public Service offered by the University of Ulster.



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