



Department of
**Finance and
Personnel**
www.dfpni.gov.uk

Business Plan

2015-16

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Permanent Secretary's Foreword

The Department of Finance and Personnel's operational business plan for 2015-16 is a one-year stand-alone plan that draws on the existing Programme for Government commitments and the strategic objectives set in our 2012-15 Corporate Plan.

The Plan has been endorsed by our Minister and the Departmental Board. In preparing it we have had to address a number of significant financial challenges facing not just DFP but the whole of the Northern Ireland public sector.

This is the final year of the existing Programme for Government and during it we will be contributing to the development of the next Programme for Government from which we will develop our next Corporate Plan.

The operational targets set out on pages 10 to 13 reflect our determination to focus on delivering the best possible outcomes from the resources available to us at a time when we will be undertaking a major programme of reform and restructuring.

Whilst the future is uncertain we have a unique opportunity to support and in some cases drive the change that is going to be needed to reform and modernise our public services.

The plan is structured around our Minister's four key priorities for the Department:

1. Prudently Stewarding the Public Finances
2. Stimulating Economic Growth and Social Wellbeing Through the Efficient Use of Resources
3. Enabling Innovation in Public Administration and Service Delivery
4. Developing a Civil Service Fit for the Challenges of the 21st Century

These will form the building-blocks that will lay the foundation for change and for our next Corporate Plan.

The majority of these have clear links with this year's business plan, whilst others will feature more strongly in future plans as we continue to support the public sector in delivering the services our citizens deserve.

Prudently steward the public finances	Stimulating economic growth and social wellbeing through the efficient use of resources	Enabling innovation in public administration and service delivery	Developing a Civil Service fit for the challenges of the 21st century
Keeping NI Household Bills the Lowest in the UK	Create a £1 billion plus NI Investment Fund	Reform Land and Property Services	Agree a Civil Service Reform Plan
Reform the Financial Process	Encourage the Development of a Wellbeing Framework for NI	Develop NI's E-Government Infrastructure	Complete the First Ever Sub-National OECD Public Governance Review
Grow the Opportunities for Collaborative Procurement	Implement the Infrastructure Action Plan	Develop the Public Sector Reform and Innovation Architecture	Implement NICS Well Programme
Implement the agreed recommendations from the Cross Cutting Review	Lower the Rate of Corporation Tax	Expand the Scope of Enterprise Shared Services	
	Deliver the Asset Management Strategy	Work with Local Government on Procurement, Shared Services & Infrastructure Financing Opportunities	
		Implement the Open Data Strategy	
		To further modernise NISRA statistics	
£		✓	

Business Planning 2015-16

The DFP Corporate Plan 2012-15 sets out the milestones for the delivery of the Department's commitments contained within the Executive's Programme for Government 2011-15, together with the Departmental strategic objectives for the period. Separate Business Plans for each year set out the actions to be taken in support of the strategic objectives.

The Department's operational business plan for 2015-16 is a one-year stand-alone plan that draws on the existing Programme for Government (PfG) commitments and the strategic objectives set in our 2012-15 Corporate Plan. It will be followed by a multi-year corporate plan in line with the next PfG.

The Business Plan is set out in Balanced Scorecard format and includes the targets and actions that will inform the Department's work for 2015-16.

The targets are focussed on the range of key services we deliver, which include:

Public Expenditure

DFP has a critical role in working with Departments to ensure value for money, sound financial management and accountability in line with the financial processes set by the Executive. Public Spending Directorate will continue to take forward work with Departments to improve the overall management of public funds and improve the spending performance of Departments.

A significant proportion of public expenditure in Northern Ireland comes from revenue generated by the district and regional rates. Land & Property Services (LPS) will continue to work to maximise the collection of rate income and ensure that all possible actions are taken to recover outstanding rate debt. Timely, accurate and up-to-date valuation of property has a key role to play and the completion of the 2015 Non-Domestic Revaluation will ensure that up-to-date values are used to assist rate collection and debt recovery.

Rating Policy measures will be employed to both facilitate this aim and where necessary contribute to the achievement of PfG objectives. Rating reliefs have a part to play in ensuring the system remains broadly acceptable but they also affect revenue generation therefore must deliver value for money in supporting current economic and social priorities. This includes protecting those households least able to pay rates in the light of forthcoming changes to the Welfare system.

European Programmes provide a significant addition to NI finances and European Division's objective is to ensure that Departments and the Special EU Programmes Body maximise the EU income allocated to us which, for the 2014-2020 period, is almost €1bn (around £800m). That includes working in partnership with Ireland and Scotland to develop and agree the cross border PEACE and INTERREG Programmes which are delivered on our behalf by the Special EU Programmes Body.

Human Resource Management

The Department also has responsibility to ensure that corporate NICS human resource policies and services, including Occupational Health, Welfare and administration of the Civil Service Pensions, support Departments in meeting their business aims. Corporate Human Resources Directorate will take forward work in relation to pay and grading strategies, embedding the public service pension reform, as well as supporting Departments in managing and developing their people, focussing on the commitments set out within the NICS People Strategy 2013-16 and in particular the 2015-16 People Plan which emanates from the People Strategy. Corporate Human Resources is also leading on a NICS-wide Voluntary Exit Scheme that will support Departments in generating the pay-bill savings required to live within their 2015-16 budget allocations. It is anticipated that approximately 2,400 full time equivalent posts will need to be exited between September 2015 and March 2016 that will generate NICS pay-bill savings of approximately £90 million per annum.

Effective Procurement

As a Centre of Procurement Expertise, Central Procurement Directorate will support NICS Departments, their Agencies and NDPBs in maximising the benefits of effective procurement. This will include supporting the Procurement Board in developing and disseminating policy and guidance to deliver best value for money, to embed the flexibilities provided by The Public Contracts Regulations 2015 to achieve the best possible procurement outcomes in the challenging economic climate. This will also include using the collective buying power of the public sector to stimulate and support economic growth, and implementing a single procurement portal and providing businesses with access to a wider range of opportunities.

Shared Services

ESS brings together responsibility for Account NI, the Centre for Applied Learning, HR Connect, IT Assist, Network NI, Records NI, Enterprise Design Authority, IS Personnel, Properties Division and NI Direct into a single organisation within DFP. The primary function of ESS is to deliver efficient and effective customer focused services primarily to the NICS. However, earlier this year the Executive agreed to extend Shared Services further in central government. ESS governance arrangements ensure users and policy owners have a strong and meaningful interface with ESS.

Corporation Tax

The Corporation Tax (Northern Ireland) Act 2015 received Royal Assent on 26 March 2015. Subject to the exercise of its commencement clause, the Act provides for the transfer of Corporation Tax rate setting powers to the Northern Ireland Assembly from April 2017. Prior to that, Strategic Policy and Reform Directorate will work with HM Treasury and Revenue & Customs, as well as other Northern Ireland Departments, to ensure that the necessary actions are taken to establish the Northern Ireland regime.

Other Professional Services

DFP will continue to provide a range of other professional services, such as legal advice, statistical and economic analysis, survey work, valuation and internal consultancy, all of which are designed to support Departments in the effective delivery of public services. In addition, NISRA is supporting departments in making statistics and research readily available to support a wide range of users including business, academia, the voluntary sector and the public at large.

The NICS Economist Group will continue to work across departments to support evidence-based policy development and the delivery of value for money in public expenditure.

Services to the Citizen

Enterprise Shared Services is also responsible for the Digital Transformation Programme which aims to modernise and improve services to the citizen and drive channel shift to on-line transactions. We provide access to a wide range of government citizen services through NI Direct citizen contact centre and citizen web portal. DFP also provides a range of frontline services, for example through NISRA in the areas of civil registration, and through LPS for rate collection, valuation for rating purposes, land registration and national mapping.

Whilst many of the associated services, including Valuation Lists, mapping services, LandWeb and a range of rating services are already available on-line, DFP will continue to identify further opportunities to transform delivery of citizen services, identifying opportunities across organisational boundaries, to provide a much better citizen experience.

Public Sector Reform

Public Sector Reform Division (PSRD) has been established to support and enable reform across the wider public sector, working collaboratively with public sector organisations to promote innovation and reform as well as business improvement and the introduction and implementation of recognised best practice models.

The work of the Division is progressed under 3 key categories - Strategic Approach, Operational Delivery and Improved Engagement – and focuses on the drive towards preventative spend, alternative funding models, identification of more innovative working practices and promotion of integration and collaboration across all sectors.


PSRD is also leading on a number of work areas emanating from the Stormont House Agreement. One such area is the Public Sector Transformation Fund which is the source of funding for voluntary exit schemes across the public sector over the next four years. The Division is providing support to the Restructuring and Reform Steering Group chaired by the Head of the Civil Service.


Another key area in which PSRD is leading is the development of an action plan to take forward cross-cutting reforms across departments which will contribute to budgetary balance. Within DFP, the Division leads the management of implementation of the recommendations resulting from the internal budgetary review.


Monitoring the Plan


Progress against the Balanced Scorecard will be regularly reviewed in-year by the Departmental Board and, where necessary, objectives and targets may 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 also been developed in Balanced Scorecard format to enable effective monitoring and communication of performance.

 Prudently steward
the public finances


 Stimulating economic growth and social
wellbeing through the efficient use of resources


 Enabling innovation in public
administration and service delivery


 Developing a Civil Service fit for
the challenges of the 21st century


Business Results

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R1	Support the Executive in the securing, allocation and effective use of available resources	Management of the NI Block within Public Expenditure controls	R1.1	Agree Northern Ireland Departments' spending plans for 2016-17 financial year by 31 March 2016.	Mike Brennan
			R1.2	Manage expenditure during 2015-16 financial year through the Executive's In-Year Monitoring process, to ensure maximum benefit while ensuring no breach of NI Block.	Mike Brennan
		Complete OECD Review and present recommendations to Executive Sub-Committee	R1.3	Case studies to be completed by October 2015 and final report completed by end of 2015.	Colin Sullivan
		Outworking of the Report on Cross Cutting Reform across the NICS	R1.4	Development and commencement of implementation of the recommendations agreed by the Executive flowing from the Cross Cutting Reform Report.	Colin Sullivan
		Innovation across the public sector	R1.5	Develop and implement a programme of measures that will promote and support innovation in the public sector, including those set out in the Northern Ireland Innovation Strategy.	Colin Sullivan
		Progress on the transfer of Corporation Tax rate setting powers on trading activities.	R1.6	Meet 2015-16 milestones in the CT Implementation plan to enable the transfer of responsibility for Corporation Tax rate setting powers to the NI Assembly from April 2017.	Colin Sullivan
		Approval of the PEACE IV Programme	R1.7	Secure European Commission approval of the PEACE IV Programme by 30 June 2015.	Colin Sullivan
		Delivery of Rate Rebate Programme	R1.8	To have met agreed Programme Plan targets by 31 March 2016.	Colin Sullivan
		PfG commitment on community benefits (including social clauses)	R1.9	Monitor implementation of the NI Executive's policy on social clauses as set out in the Programme for Government.	Des Armstrong
		Level of rates income collected.	R1.10	To collect £1.2 billion of net cash receipts by 31 March 2016.	Colum Boyle
			R1.11	To reduce the total amount of rate debt which is actionable by LPS by £4.6 million (or 5%) by 31 March 2016.	Colum Boyle
		Implementation of the NICS Voluntary Exit Scheme project plan	R1.12	NICS Paybill savings of £26 million in 2015-16 (£90m per annum thereafter), subject to bids for compensation costs from the Central Fund created under the Stormont House Agreement being met in full.	Colin Lewis
		Supporting HOCS in the oversight and management of the Public Sector Transformation Fund	R1.13	Development of methodology and allocation of £200m to support public sector voluntary exits.	Colin Sullivan

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Business Results

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
R2	Develop and implement policies and procedures to support NICS Departments in meeting their business objectives	Reduction of NICS sickness absence.	R2.1	Support Departments to achieve the overall NICS sickness absence target of an average 8.5 days lost per staff for 2015-16 through reporting of NICS-wide policy compliance reports to the Permanent Secretaries Group at the mid-point and at the end of year.	Colin Lewis
		Promote staff health, well being and engagement	R2.2	By 31 March 2016 to roll out the NICS WELL programme across the NICS to cumulatively engage with 95% of staff and effect health behaviour change in 80% of those attending road-show events.	Colin Lewis Ken Addley
		Increase digital transactions	R2.3	To achieve 3.5m digital transactions through NI Direct by 31 March 2016.	Paul Wickens
		Reduction in size of NICS office estate	R2.4	To vacate 5500 square metres of existing leased office space by 31 March 2016.	Paul Wickens
		Support Innovation through Innovation Labs	R2.5	Complete 12 Innovation Laboratories within specified timescales.	Colin Sullivan

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Customers


Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
C1	Deliver high quality, efficient and effective services to the citizen, NICS Departments and the wider public sector	Improved customer relationships and satisfaction levels	C1.1	Produce detailed plans for the delivery of the 2021 Census by 31 March 2016.	Norman Caven
		Improvement in service delivery	C1.2	Implementation of the new Civil Registration Operating System by 31 March 2016.	Norman Caven
		Adherence to DFP Customer Service Standards	C1.3	To further modernise business and household surveys – including starting the development of channels for electronic/on-line data collection by March 2016.	Norman Caven
		Adherence to NICS Standards for Complaint Handling	C1.4	To assist departments throughout 2015-16 in the development and subsequent measurement of outcomes identified in the next programme for government.	Norman Caven Colin Sullivan


Internal Processes

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
IP1	Manage the resources available to DFP efficiently and effectively and deliver required savings	Level of savings delivered.	IP1.1	Achieve the level of savings necessary to maintain our essential service delivery and live within our budget allocations in 2015-16.	David Sterling All Directors (Brigitte Worth to co-ordinate)
		Action Plan from the Internal Review contributes to DFP successfully living within 15/16 budgets for resource and capital.	IP1.2	Successfully progress the Action Plan of Activity for 15/16 from the DFP Internal Review.	Colin Sullivan

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Organisation and People

Ref	Departmental Objectives	Measures	Target Ref	Targets	Owner
OP1	Support the delivery of DFP business objectives and the NICS People Plan through the effective deployment, management, engagement and development of our people, whilst continuing to embed a culture of continuous improvement.	Adherence to the Performance Management Framework and absence management procedures. Reduction in levels of sickness absence. Improved staff satisfaction levels and employee engagement score. Training and development is delivered and impacts the business. Achievement of forecasted DFP cost savings (SDP). Ideas for improvement generated from various sources (Internal Budget Review, Staff / Well-being / customer surveys etc.) are implemented. Embed NICS Award process.	OP1.1	Support DFP Business Areas to manage the Voluntary Exit Scheme and subsequent redeployment of staff by 31 March 2016	Anne Breen
			OP1.2	Support DFP Business Areas to achieve the Department's overall sickness absence target of an average 7.6 days lost per staff by 31 March 2016.	Anne Breen
			OP1.3	Support DFP Business Areas to achieve 90% compliance with Performance Management completion dates.	Anne Breen
		Develop NICS People Strategy for 2016/18 and associated Annual People Plan for 2016/17.	OP1.4	To complete and launch NICS People Strategy for 2016/18 and associated Annual People Plan for 2016-17 by 31 March 2016.	Colin Lewis
		To conduct a grading review of all NICS Legal Grades.	OP1.5	To complete a grading review of all NICS Legal Grades by 31 March 2016	Colin Lewis

Our Purpose and Values

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

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 our services.

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

Customer	focused on service
Leadership	strong, with clear direction
Ethical	honest, fair, equal
Accountable	to citizens & their representatives
Results	work to deliver best value

Resourcing the Plan

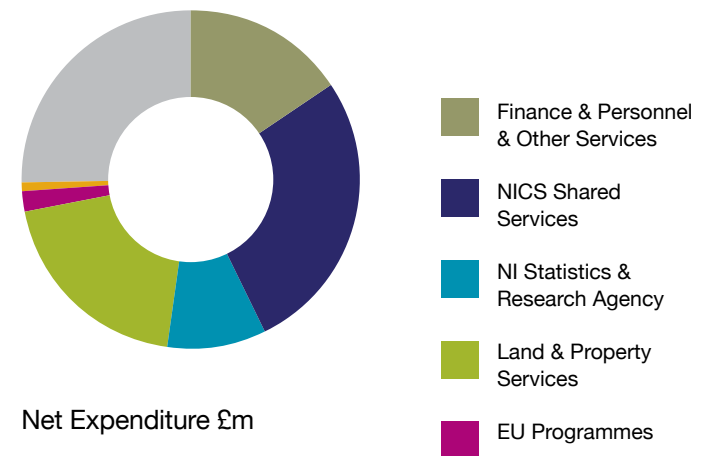
The resource and capital allocations for 2015-16 are summarised in the tables and charts below.

Table 1: DFP Resource Allocations

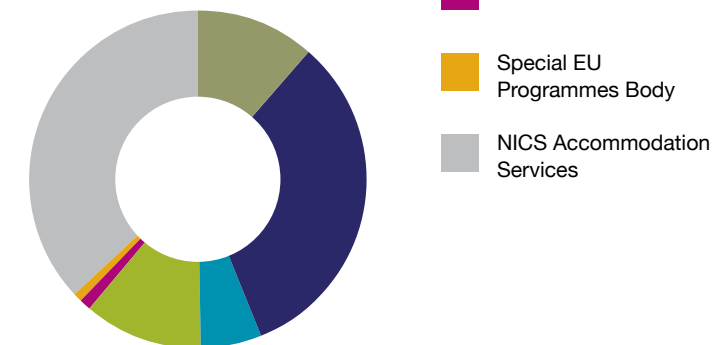
Spending Area	Gross Expenditure £m	2015-16	
		Income £m	Net Expenditure £m
Finance & Personnel & other services	43.1	22.8	20.3
NICS Shared Services	75.0	17.5	57.5
NI Statistics & Research Agency	26.4	16.3	10.1
Land & Property Services	53.9	33.3	20.6
EU Programmes	5.5	4.2	1.3
Special EU Programmes Body	1.3	0.1	1.2
NICS Accommodation Services	69.5	5.0	64.5
TOTAL*	274.7	99.2	175.5

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

Gross Expenditure £m



Net Expenditure £m



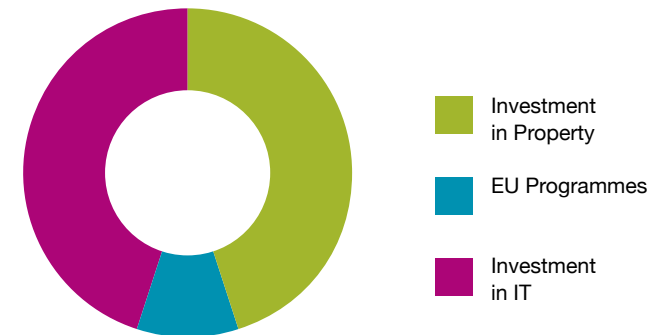
Resourcing the Plan

Table 2: DFP Capital Allocations

Spending Area	Gross Capital Investment £m	2015-16	
		Income £m	Net Capital Investment £m
Finance & Personnel & other services	1.3	-	1.3
NICS Shared Services	6.6	-	6.6
NI Statistics & Research Agency	2.0	-	2.0
Land & Property Services	1.5	-	1.5
EU Programmes	2.8	2.1	0.7
Special EU Programmes Body	-	-	-
NICS Accommodation Services	11.5	0.6	10.9
TOTAL*	25.7	2.7	23.0

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

Gross Capital Investment £m



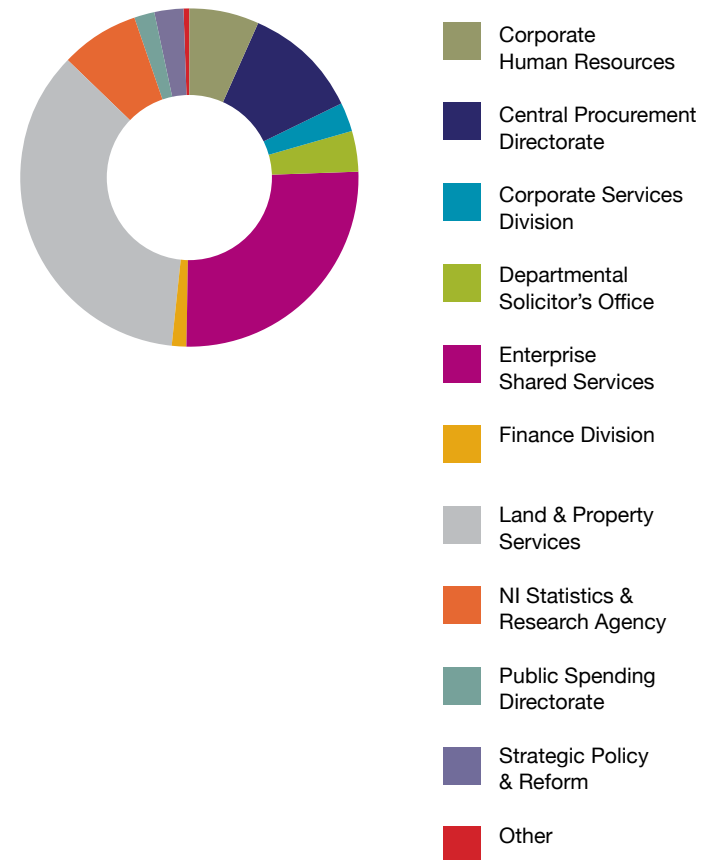
Net Capital Investment £m



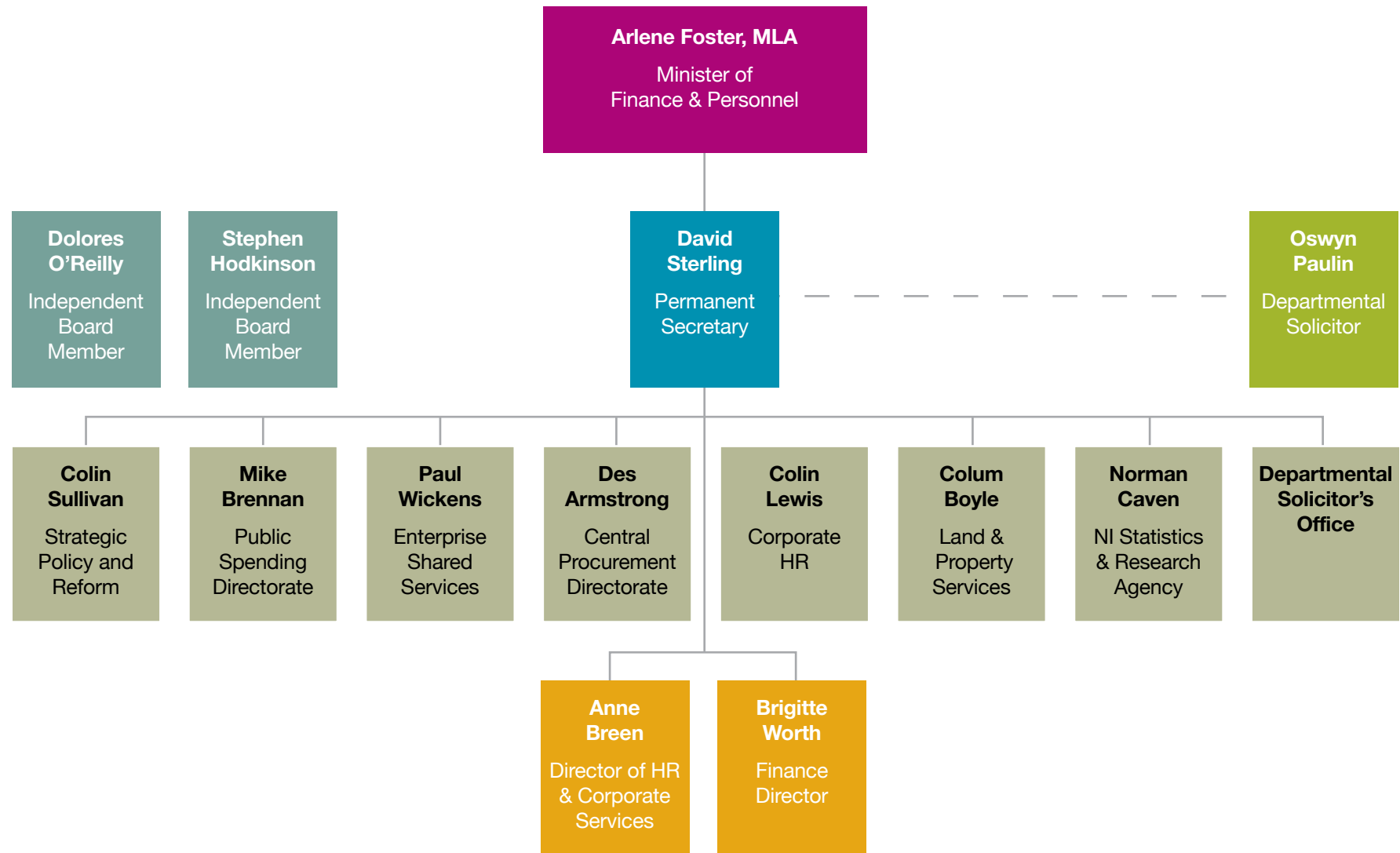
Staff Numbers at 31 March 2015

Table 3

Business Area	Full Time Equivalent Staff Numbers at 31 March 2015 (excluding Agency)
Corporate Human Resources	215
Central Procurement Directorate	357
Corporate Services Division	87
Departmental Solicitor's Office	122
Enterprise Shared Services	825
Finance Division	37
Land and Property Services	1131
NI Statistics and Research Agency	244
Public Spending Directorate	62
Strategic Policy and Reform	91
Other	9
TOTAL	3180



DFP Organisational Chart



The 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.

Stephen Hodkinson became an independent member of the DFP Departmental Board in October 2010.

Stephen was Chief Executive of the Health and Social Services Central Services Agency (CSA) from 1990 – 2009. The CSA employed almost 1000 staff and had an annual budget of approximately £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 Trustee and 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.

He chairs the DFP Audit and Risk Committee and is an independent member of the NISRA and the Enterprise Shared Services Audit and Risk Committees. He provides strategic advice to a number of private sector companies. Stephen is a Fellow and Companion of the Institute of Healthcare Management, has been chair of its N.I. Divisional Council on two occasions and was a member of its National Board which oversaw the merger with the Royal Society of Public Health. Up until late 2013 he provided a part-time business manager role to the Institute in N.I.

Stephen is presently chairing a Board of Governors sub-group which is taking forward the creation of a single school from three existing schools.

Professor Dolores O'Reilly was appointed to the Department of Finance and Personnel Board as an independent board member by the Minister in September 2010.

Dolores is Professor Emerita of International Business Strategy at the Ulster University, where she worked for 24 years and was Head of the School of International Business and Director of the International Business Centre, from 1999-2013.

She has extensive experience in strategic business planning, leading and managing complex change projects; in her role within Ulster she led a team to create a new University Academic Department, which now has a student population of approximately 700.

Through her many executive and non-executive roles she has gained considerable experience of corporate governance, financial management and risk management. She chairs both the LPS and NISRA's Audit and Risk Committees and is an independent Board Member of the DFP and the Enterprise Shared Services Audit and Risk Committees. She was Chair of the DFP Audit and Risk Committee 2010-2012.

She has researched, written and published extensively in the areas of business strategy and deregulation and liberalisation of the aviation and is co-author of the book "Atlantic Gateway: The Port and City of Londonderry" (2010).

Dolores was also appointed as a Commissioner of the Londonderry Port by the Minister for Regional Development in February 2011, where she leads the Strategic Marketing Committee and is a member of the Port's Risk and Audit Committee.

Currently, Dolores provides business advice and sits as a member on a number of charitable organisations in Northern Ireland.

Previously, she has held non-executive directorships on the Boards of the Information Age Initiative, Independent News and Media, (N.I.), Learndirect, the Air Transport Users Councils, London and Dublin. Dolores also led the course planning team for the creation of the MSc in Innovation Management in the Public Sector offered by the University of Ulster.