



Department of  
**Finance and  
Personnel**

www . i .

# Corporate Plan

# 2012-15

and

# Operational Plan

# 2012-13



**Corporate Plan**

**2012-15**

and

**Operational Plan**

**2012-13**

# Corporate Plan 2012-15 and Operational Plan 2012-13

---

## Contents

|   | Page |
|---|------|
| Strategic Context 2012-15                       | 4    |
| Purpose and Values                              | 5    |
| Business Planning 2012-13                       | 6    |
| DFP Corporate Plan 2012-15 - A Visual Framework | 8    |
| DFP Operational Plan 2012-13                    | 15   |
| <b>Annex A:</b>                                 |      |
| Organisation Chart and Departmental Board       | 22   |
| <b>Annex B:</b>                                 |      |
| Resourcing the Plan                             | 23   |

# Strategic Context 2012-15

The DFP Corporate Plan sets out the Department's objectives and targets and how we will work to deliver those. The plan covers the 2012-15 planning period at a strategic level with a particular focus on the next financial year 2012/13. It deals with our commitments within the Programme for Government 2011-15 and our Departmental level objectives over the period.

The final Programme for Government 2011-15 was published on 12 March 2012 identifying the actions the Executive will take to deliver its number one priority - a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations.

As the Department with responsibility for securing and allocating the resources available through the block grant, DFP will play a crucial role in addressing the stated aim of the Executive of rebalancing and rebuilding the NI economy. The Department will take forward a number of important commitments in this regard, including : continuing to work with the UK government to examine the administrative arrangements and full financial consequences for devolution of the powers to vary the rate of Corporation Tax; eliminating Air Passenger Duty on long haul flights from Northern Ireland and; implementing proposals for the rating of commercial properties which includes enhancements to the Small Business Rates Relief scheme and the introduction of a Large Retail Levy. In addition to these important economic measures, DFP will also take forward further commitments within the Programme for Government such as: providing guidance to Departments on the inclusion of social clauses in procurement contracts for supplies, services and construction; further reductions in the levels of sickness absence across the Northern Ireland Civil Service and; improving online access to government services by the citizen.

Alongside the Programme for Government, the prevailing global and local economic conditions set a challenging financial context for the delivery of this plan during the 2012-15 period. The Executive Budget 2011-15 set out the allocations for NI Departments to continue to improve the provision of public services while continuing to deliver challenging savings delivery targets. The Department itself has been provided with net current expenditure funding which reduces from **£190.6m** in 2011-12 to **£183.1m** by the end of 2014-15. This means that in order to deliver our key services, we are required to deliver resource savings of some **£9.7m/£12.1m/£13.4m** over the next three years.

Additionally DFP will continue to play an important role in supporting the Finance Minister during this period of constrained financial climate, by allocating resources to meet the priorities of the Executive and ensuring that spending proposals by Departments are affordable and represent value for money.

# 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



**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.”

# Business Planning 2012-13

In addition to our commitments within the Programme for Government, DFP also provides a range of functions and services to the citizen, NICS Departments and their Agencies and to the wider public sector. This plan therefore sets out our strategic objectives and milestones for the planning period and includes specific targets within the Balanced Scorecard which we will seek to deliver during 2012/13.

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. Central Finance Group will continue to take forward work with Departments to improve the overall management of public funds and improve the spending performance of Departments. In addition, a significant proportion of public expenditure in Northern Ireland comes from revenue generated by the district and regional rates. Land and Property Services will continue to focus on the collection, monitoring and management of rates income and ensuring that all possible action is taken to recover the level of outstanding rates debt.

## Human Resource Management

The Department also has responsibility to ensure that corporate NICS human resource policies and services support Departments in meeting their business aims. Corporate Human Resources will take forward work in relation to the reform of the NICS pension scheme and pay and grading strategies, as well as supporting Departments in managing and developing their people.

## Effective Procurement

Central Procurement Directorate (CPD) 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 in the challenging economic climate. It will involve using the collective buying power of the public sector to stimulate and support economic growth and implementing measures aimed at promoting confidence in the public procurement environment. CPD will also provide advice and support on programme and project management, including the Gateway Review Process.

## Shared Services and other Professional Services

DFP provides a range of common corporate services, primarily to NICS Departments, in the areas of HR, training, finance and ICT. Through Enterprise Shared Services, DFP will continue to focus on customer service and the effective and efficient delivery of shared services, which will include enhancing the level of collaboration, co-ordination and integration between the various services as well as specific customer improvements to maximise the benefits of the common platforms. In addition, DFP will continue to provide a range of professional services, such as legal advice, statistical analysis, survey work and internal consultancy, all of which are designed to support Departments in the effective delivery of public services.

## Services to the Citizen

The Department is also responsible for the NI Direct Programme which aims to improve and simplify access for citizens to government services through a range of channels including internet, telephone, SMS and social media. Information Strategy and Innovation Division will take forward the procurement of a strategic partner to complement NICS resources in providing the citizen with information; allowing the citizen to undertake transactions; and connecting the citizen to the correct government service. DFP also provides a range of frontline services, for example, in the areas of civil registration, rates collection, valuation, land registration and mapping information. These customer facing services will be reviewed to identify opportunities for moving them to more convenient channels for the citizen, including online.

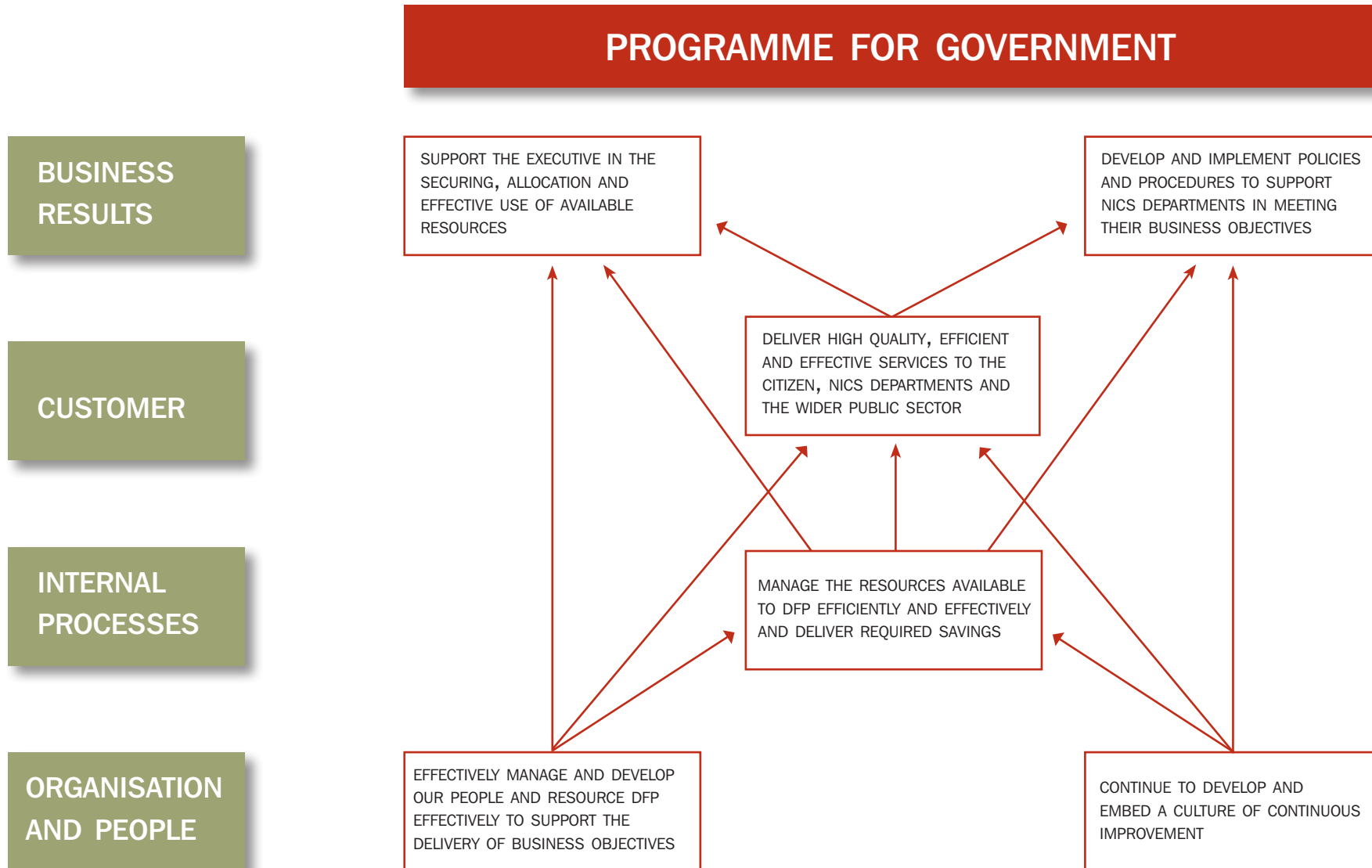
## Corporate Improvement

Delivery of this corporate plan depends on our people, learning and growth and our internal processes which form the foundation for successful delivery. Through the DFP Quality Programme, we will continue to focus on corporate activities to ensure that a culture of engagement, innovation and continuous improvement is promoted across the Department and that staff are equipped with the necessary skills and competencies to deliver our business objectives. We will also take further steps to improve financial management by ensuring that the resources available to the Department are utilised as effectively as possible and that the information entrusted to us is held and used safely and securely.

# DFP Corporate Plan 2012-15

## Strategic Objectives 2012-15

A visual framework to show how DFP intends to create and add value for our customers and stakeholders





## DFP Strategic Milestones 2012-15

# Business Results

| Strategic Objective  | 2012-13 Milestones   | 2013-14 Milestones  | 2014-15 Milestones  |
|--|--|---|---|
| <p>Support the Executive in the securing, allocation and effective use of available resources.</p> | <p>Press for a UK government decision on the devolution of Corporation Tax powers. Executive to announce extent of any reduction.</p> <p>Maximise the income from rates collection by collecting £1.1 bn by March 2013.</p> <p>Agree policy, administrative and financial arrangements to devolve Air passenger duty powers by June 2012.</p> <p>Complete legislative process to devolve Air passenger duty powers to Assembly by end of 2012-13.</p> <p>Negotiate and agree with HM Treasury and the Department for Business, Innovation and Science, the NI share from the UK Structural Funds Allocation. Consult with stakeholders as possible programme structures are developed. Review departmental and NI Block Budget allocations and provide advice to Executive on implications.</p> <p>Develop and issue a procurement guidance note on model social clauses and modify the Procurement Board Strategic Plan to include targets for the delivery of social benefits through public contracts.</p> <p>Modernise public procurement below the EU thresholds by March 2013.</p> | <p>Obtain approvals and introduce legislation to give effect to any changes</p> <p>Maximise the income from rates collection by March 2014.</p> <p>Develop and agree with UK and EU the package of activities to be funded from 2014-2020 EU Structural Funds programmes.</p> <p>Monitor the achievement of social benefits against targets to March 2014.</p> <p>Modernise public procurement above the EU thresholds by March 2014.</p> | <p>Maximise the income from rates collection by March 2015.</p> <p>Announce new EU structural Funds package for NI for the 2014-2020 period.</p> <p>Monitor the achievement of social benefits against targets to March 2015.</p> <p>Assess the effectiveness of the modernisation of public procurement by March 2015.</p> |

## DFP Strategic Milestones 2012-15

| Strategic Objective  | 2012-13 Milestones  | 2013-14 Milestones   | 2014-15 Milestones   |
|--|---|--|--|
| <p>Develop and implement policies and procedures to support NICS departments in meeting their business objectives.</p> | <p>Deliver agreed changes to the Principal Civil Service Pension Scheme (NI).</p> <p>Deliver agreed changes to NICS pay and grading arrangements.</p> <p>Achieve NICS sickness absence target of 9.5 days per employee by March 2013.</p> <p>Support Departments in meeting their staffing requirements through effective NICS workforce planning.</p> <p>Deliver estate rationalisation targets in line with agreed accommodation plan.</p> <p>Develop a vision and strategy for the delivery of shared services by October 2012.</p> <p>Progress implementation of NICS Information Management and ICT strategies.</p> <p>Support Departments in developing plans for moving services online.</p> | <p>Deliver agreed changes to the Principal Civil Service Pension Scheme (NI).</p> <p>Deliver agreed changes to NICS pay and grading arrangements</p> <p>Achieve NICS sickness absence target of 9 days per employee by March 2014.</p> <p>Support Departments in meeting their staffing requirements through effective NICS workforce planning.</p> <p>Develop new NICS People Strategy.</p> <p>Deliver estate rationalisation targets in line with agreed accommodation plan</p> <p>Implement vision and strategy for the delivery of shared services.</p> <p>Progress implementation of NICS Information Management and ICT strategies</p> <p>Review progress and identify opportunities for additional online services.</p> | <p>Deliver agreed changes to the Principal Civil Service Pension Scheme (NI) in preparation for new scheme arrangements from April 2015.</p> <p>Achieve NICS sickness absence target of 8.5 days per employee by March 2015.</p> <p>Support Departments in meeting their staffing requirements through effective NICS workforce planning</p> <p>Deliver estate rationalisation targets in line with agreed accommodation plan</p> <p>Progress implementation of NICS Information Management and ICT strategies</p> <p>Review progress and identify opportunities for additional online services.</p> |

## DFP Strategic Milestones 2012-15

# Customer

| Strategic Objective   | 2012-13 Milestones   | 2013-14 Milestones  | 2014-15 Milestones  |
|---|--|---|---|
| <p>Deliver high quality, efficient and effective services to the citizen, NICS Departments and the wider public sector.</p> | <p>Secure legislation and policy delivery to implement proposals on the rating of commercial properties (including Small Business Rate Relief enhancements and Large Retail Levy) for 2012-13, subject to Assembly approval.</p> <p>Develop new policy and put legislation in place to replace current Housing Benefit /Rate Rebate Schemes to facilitate the introduction of the Welfare Reform Programme.</p> <p>Publish results of core questions from customer satisfaction surveys.</p> <p>Publish the 2011 Census Key Statistics and Quick Statistics in 2012/13</p> <p>Publish the NI Residential Property Price Index and NI Composite Economic Index.</p> <p>Procure a strategic partner to complement internal resources and solutions applied to citizen facing services across the NICS.</p> <p>Provide support to DOE concerning new local council boundaries for the establishment of the new 11 council model for 2015, to determine the resource needs for Registration services.</p> <p>Complete procurement exercise for the appointment of a supplier for the GeNI website.</p> | <p>Consolidate and refine the legislation and policy delivery on the rating of commercial properties policies in 2013-14.</p> <p>Develop new rating policies to facilitate/ complement wider reforms including RPA and begin implementation.</p> <p>Publish results of core questions from customer satisfaction surveys.</p> <p>Complete the 2011 Census Outputs.</p> <p>Review contract arrangements.</p> <p>Provide details of revised rates income levels for the 11 new councils together with locations/ offices/staffing levels and resources for Registration services.</p> <p>Development, testing and implementation of GeNI website.</p> | <p>Consolidate and refine the legislation and policy delivery on the rating of commercial properties policies in 2014-15.</p> <p>Review implementation and evaluate the new rate rebate scheme with a view to improving effectiveness.</p> <p>Present any necessary legislation to the Assembly</p> <p>Publish results of core questions from customer satisfaction surveys.</p> <p>Produce feasibility report on alternatives to a 2021 Census</p> <p>Review contract arrangements.</p> <p>Implement changes required to rating system and Registration services for new 11 council model.</p> <p>Initiate procurement of new Registration Processing System for Civil Registration.</p> |

## DFP Strategic Milestones 2012-15

| Strategic Objective | 2012-13 Milestones  | 2013-14 Milestones   | 2014-15 Milestones  |
|---------------------|---|--|---|
|                     | <p>Review DFP customer facing services and identify opportunities to move services online.</p> <p>Assess and implement proposals for reform of Civil Law.</p> <p>Complete study of shared services strategy and agree recommendations on new shared services and new target customers.</p> <p>Develop linkages between Central Procurement Directorate, AccountNI and Departments to enhance 'procure to pay' procedures.</p> <p>Ensure that Northern Ireland Public Sector data holders are aware of the requirements and associated deadlines of the EU INSPIRE Directive.</p> <p>Agree a programme of mandated common goods and service contracts for Northern Ireland public sector bodies.</p> | <p>Review progress and identify opportunities to move additional DFP services online.</p> <p>Assess and implement proposals for reform of Civil Law.</p> <p>Deliver agreed benefits from embracing all shared services and customers.</p> <p>Maximise value for money and contract compliance from expenditure on supplies, services and works.</p> <p>Put in place the IT services that will enable Northern Ireland Public Sector data holders to meet the requirements of the EU INSPIRE Directive.</p> <p>Implement agreed programme</p> | <p>Review progress and identify opportunities to move additional DFP services online.</p> <p>Assess and implement proposals for reform of Civil Law.</p> <p>Deliver an energy efficient, secure and flexible data centre service for use by any NI public sector organisation.</p> <p>Put in place technical and governance arrangements that will enable Northern Ireland Public Sector data holders to bring their data in agreement with the EU INSPIRE specifications.</p> <p>Review programme and update categories for mandated common contracts.</p> |

## DFP Strategic Milestones 2012-15

# Internal Processes

| Strategic Objective   | 2012-13 Milestones   | 2013-14 Milestones   | 2014-15 Milestones  |
|---|--|--|---|
| <p>Manage the resources available to DFP efficiently and effectively and deliver required savings</p> | <p>Manage the resources available to DFP effectively by:</p> <ul style="list-style-type: none"> <li>• Avoiding overspend;</li> <li>• Managing underspend within 1.5% of agreed final plan; and</li> <li>• Improving outturn performance against June monitoring position compared to 2011/12.</li> </ul> <p>Achieve resource savings of £9.7m in 2012/13 as set out in the DFP Savings Delivery Plan 2011-15.</p> <p>Achieve level 2 compliance with the “HMG Information Assurance (IA) Maturity Model and Assessment Framework”.</p> <p>Monitor progress against the Procurement Board Strategic Plan and the 2012-13 Departmental Procurement Plan.</p> | <p>Manage the resources available to DFP effectively by:</p> <ul style="list-style-type: none"> <li>• Avoiding overspend;</li> <li>• Managing underspend within 1.5% of agreed final plan; and</li> <li>• Improving outturn performance against June monitoring position compared to 2011/12</li> </ul> <p>Achieve resource savings of £12.1m in 2013/14 as set out in the DFP Savings Delivery Plan 2011-15.</p> <p>Extend and improve on Level 2 compliance and prepare for the achievement of Level 3 compliance with the “HMG Information Assurance (IA) Maturity Model and Assessment Framework”.</p> <p>Monitor progress against the Procurement Board Strategic Plan and the 2013-14 Departmental Procurement Plan.</p> | <p>Manage the resources available to DFP effectively by:</p> <ul style="list-style-type: none"> <li>• Avoiding overspend;</li> <li>• Managing underspend within 1.5% of agreed final plan; and</li> <li>• Improving outturn performance against June monitoring position compared to 2011/12.</li> </ul> <p>Achieve resource savings of £13.4m in 2014/15 as set out in the DFP Savings Delivery Plan 2011-15.</p> <p>Achieve level 3 compliance with the “HMG Information Assurance (IA) Maturity Model and Assessment Framework”.</p> <p>Monitor progress against the Procurement Board Strategic Plan and the 2014-15 Departmental Procurement Plan.</p> |

## DFP Strategic Milestones 2012-15

# Organisation and People

| Strategic Objective   | 2012-13 Milestones   | 2013-14 Milestones  | 2014-15 Milestones  |
|---|--|---|---|
| <p>Effectively manage and develop our people and resource DFP effectively to support the delivery of business objectives.</p> <p>Continue to develop and embed a culture of continuous improvement.</p> | <p>Agree 2012-15 DFP training priorities.</p> <p>Promote improved health &amp; wellbeing of staff through the new NICS Well Programme.</p> <p>Ensure DFP has adequate resources in place to deliver business objectives through enhanced processes for human resource, workforce and succession planning.</p> <p>Reduction in DFP Sickness Absence Levels by achieving the absence target of 8.6 days by 31 March 2013.</p> <p>Complete all agreed improvements identified through the 2010/11 Quality Programme self-assessment by August 2012.</p> <p>Commence 2012/13 self-assessment using the Quality Programme in September 2012.</p> <p>Address key issues raised through customer satisfaction and staff attitude surveys and monitor progress against actions, using the Quality Programme process.</p> | <p>Update DFP training priorities as required</p> <p>Assess uptake and refine interventions</p> <p>Embed the agreed NICS resourcing strategic plans and associated actions emanating from the NICS 2009 – 2013 People Strategy</p> <p>Reduction in DFP Sickness Absence Levels by achieving the absence target of 8.1 days by 31 March 2014.</p> <p>Implement the agreed improvements identified from the 2011/12 Quality Programme self-assessment.</p> <p>Address key issues raised through customer satisfaction and staff attitude surveys and monitor progress against actions, using the Quality Programme process.</p> | <p>Update DFP training priorities as required</p> <p>Develop evaluation criteria to measure the success</p> <p>Maintain approach</p> <p>Reduction in DFP Sickness Absence Levels by achieving the absence target of 7.6 days by 31 March 2015</p> <p>Commence 2014/15 self-assessment using the Quality Programme in September 2014.</p> <p>Address key issues raised through customer satisfaction and staff attitude surveys and monitor progress against actions, using the Quality Programme process.</p> |

# DFP Operational Plan 2012-13

The DFP Operational Plan 2012-13 is set out in Balanced Scorecard format, showing the targets we will seek to deliver in terms of business results and the services we deliver on behalf of our customers and how we will deliver these through our people and internal processes.

The summary below is an illustration of the strategic objectives with the full Balanced Scorecard showing the targets in detail.

All of the commitments contained within the DFP Balanced Scorecard 2012-13 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

- Support the Executive in the securing, allocation and effective use of available resources.
- Develop and implement policies and procedures to support NICS Departments in meeting their business objectives.

## CUSTOMERS

- Deliver high quality, efficient and effective services to the citizen, NICS Departments and the wider public sector.

## INTERNAL PROCESSES

- Manage the resources available to DFP efficiently and effectively and deliver required savings.

## ORGANISATION AND PEOPLE

- Effectively manage and develop our people and resource DFP effectively to support the delivery of business objectives.
- Continue to develop and embed a culture of continuous improvement.

# DFP Balanced Scorecard 2012-13

## Business Results

### DFP Value: Working to Deliver Best Value

| Ref | Departmental Objectives   | Measures   | Target Ref | Targets  | Owner                   |  |                       |
|-----|---|--|------------|--|-------------------------|--|-----------------------|
| R1  | Support the Executive in the securing, allocation and effective use of available resources. | Progress on the devolution of Corporation Tax powers.                  | R1.1       | <ul style="list-style-type: none"> <li>Conclude the work of the Ministerial Working Group examining the funding arrangements, benefits and management of the financial consequences to the NI Block for the devolution of powers to vary the rate of Corporation Tax by 30 June 2012.</li> </ul> | <b>Richard Pengelly</b> |  |                       |
|     |   |  | R1.2       | <ul style="list-style-type: none"> <li>Press for a UK Government announcement on the devolution of Corporation Tax powers during autumn 2012.</li> </ul>   |                         |  |                       |
|     |   | Progress on the reduction of Air Passenger Duty for long haul flights. | R1.3       | <ul style="list-style-type: none"> <li>Agree policy, administrative and financial arrangements to devolve Air Passenger Duty powers by June 2012.</li> </ul>   |                         |  |                       |
|     |   |  |            | Inclusion of social clauses in public procurement contracts  | R1.4                    | <ul style="list-style-type: none"> <li>Publish guidance note on model social clauses in public procurement contracts by 31 May 2012.</li> </ul>  | <b>Des Armstrong</b>  |
|     |   |  |            |  | R1.5                    | <ul style="list-style-type: none"> <li>Modify the Procurement Board Strategic Plan to include targets for delivery of social benefits through public procurement by 30 June 2012.</li> </ul> |                       |
|     |   |  |            |  | R1.6                    | <ul style="list-style-type: none"> <li>Modernise public procurement below EU thresholds by 31 March 2013.</li> </ul>   |                       |
|     |   |  |            | Level of rates income collected.   | R1.7                    | <ul style="list-style-type: none"> <li>Maximise the income from rates collection by collecting £1.1 bn by 31 March 2013.</li> </ul>  | <b>John Wilkinson</b> |
|     |   |  |            |  | R1.8                    | <ul style="list-style-type: none"> <li>Reduce rating debt to £145m by the end of 2012-13 (excluding debts arising from the collection of rates on Empty Homes).</li> </ul>                   |                       |
|     |   |  |            | Reduction in size of NICS office estate.   | R1.9                    | <ul style="list-style-type: none"> <li>Reduce the footprint of the NICS office estate by vacating 2,000 square metres of office space by 31 March 2013.</li> </ul>                           | <b>Philip Irwin</b>   |



## DFP Balanced Scorecard 2012-13

| Ref | Departmental Objectives  | Measures   | Target Ref | Targets   | Owner               |
|-----|--|--|------------|---|---------------------|
| R.2 | Develop and implement policies and procedures to support NICS Departments in meeting their business objectives |  | R2.1       | <ul style="list-style-type: none"> <li>Complete study of shared services strategy by 31 October 2012.</li> </ul>  | <b>Paul Wickens</b> |
|     |  | Reduction in levels of sickness absence across the NICS. | R2.2       | <ul style="list-style-type: none"> <li>Support Departments to achieve the overall NICS sickness absence target of 9.5 days per employee by 31 March 2013.</li> </ul>                          |                     |
|     |  | Progress in relation Pension Reform                      | R2.3       | <ul style="list-style-type: none"> <li>Complete preparations for implementing agreed changes to contribution changes to PCSPS(NI) by 31 March 2013 to take effect from April 2013.</li> </ul> |                     |
|     |  |  | R2.4       | <ul style="list-style-type: none"> <li>Implement arrangements for auto-enrolment in PCSPS(NI) by 28 February 2013.</li> </ul>   |                     |
|     |  | Progress in relation to Pay and Grading arrangements.    | R2.5       | <ul style="list-style-type: none"> <li>Implement agreed changes to NICS pay and grading arrangements effective from August 2012 pay award.</li> </ul>   |                     |
|     |  | Effective workforce planning.                            | R2.6       | <ul style="list-style-type: none"> <li>Implement actions in 2012/13 NICS Strategic Resourcing Plan by 31 March 2013.</li> </ul>   |                     |
|     |  | Increase in online services                              | R2.7       | <ul style="list-style-type: none"> <li>Agree plans with Departments for online services by 31 October 2012.</li> </ul>  | <b>Tom Kennedy</b>  |
|     |  | Progress of Information Management and ICT strategies.   | R2.8       | <ul style="list-style-type: none"> <li>Produce progress report on the implementation of NICS Information Management and ICT strategies by 30 September 2012.</li> </ul>                       |                     |

## DFP Balanced Scorecard 2012-13

# Customers

### DFP Value: Focused on Service

| 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. | Improvements in service delivery. | C1.1       | <ul style="list-style-type: none"> <li>Publish results of core questions from customer satisfaction surveys by 31 March 2013.</li> </ul>   | <b>All Business Areas</b>  |   |                     |
|     |  |                                   | C1.2       | <ul style="list-style-type: none"> <li>Implement a programme of work with Central Procurement Directorate and Departments to promote optimal use of Account NI as an enabler in the delivery of the NICS Procurement strategy by 31 March 2013.</li> </ul> |  | <b>Paul Wickens</b>   |                     |
|     |  |                                   | C1.3       | <ul style="list-style-type: none"> <li>Publish the NI Residential Property Price Index by 31 August 2012.</li> </ul>   |  | <b>Norman Caven/John Wilkinson</b>  |                     |
|     |  |                                   |            | Publication of key statistics  | C1.4   | <ul style="list-style-type: none"> <li>Publish the 2011 Census Key Statistics and Quick Statistics in 2012/13.</li> </ul> | <b>Norman Caven</b> |
|     |  |                                   | C1.5       |  | <ul style="list-style-type: none"> <li>Publish an experimental Composite Economic Index for Northern Ireland by 31 January 2013.</li> </ul>              |   |                     |
|     |  |                                   | C1.6       |  | <ul style="list-style-type: none"> <li>Determine resource needs for registration services in new council areas.</li> </ul>                               |   |                     |
|     |  |                                   | C1.7       |  | <ul style="list-style-type: none"> <li>Complete procurement exercise for the appointment of a supplier for the GeNI website by 31 March 2013.</li> </ul> |   |                     |

## DFP Balanced Scorecard 2012-13

| Ref | Departmental Objectives | Measures                                  | Target Ref | Targets   | Owner                |
|-----|-------------------------|---|------------|---|----------------------|
|     |                         | Contract for NI Direct strategic partner. | C1.8       | <ul style="list-style-type: none"> <li>Put in place a contract for a strategic partner to complement internal resources and solutions applied to citizen facing services across the NICS by 30 September 2012.</li> </ul> | <b>Tom Kennedy</b>   |
|     |                         | Number of DFP services online.            | C1.9       | <ul style="list-style-type: none"> <li>Produce a plan for appropriate DFP services to move online by 30 September 2012.</li> </ul>  |                      |
|     |                         |   | C1.10      | <ul style="list-style-type: none"> <li>Agree a programme of mandated common goods and service contracts for Northern Ireland public sector bodies by 30 September 2012.</li> </ul>  | <b>Des Armstrong</b> |

## DFP Balanced Scorecard 2012-13

# Internal Processes

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

| Ref | Departmental Objectives   | Measures  | Target Ref   | Targets  | Owner   |
|-----|---|---|--|--|---|
| IP1 | Manage the resources available to DFP efficiently and effectively and deliver required savings. | <p>No overspend and management of underspends.</p> <p>Improved financial management.</p> <p>Level of savings delivered.</p> <p>Level of confidence in relation to information assurance</p> | <p>IP1.1</p> <p>IP1.2</p> <p>IP1.3</p> <p>IP1.4</p> <p>IP1.5</p> | <ul style="list-style-type: none"> <li>• Within DFP, avoid overspend and ensure less than 1.5% underspend compared to final plan.</li> <li>• Improve final outturn performance against June monitoring position compared to 2011/12.</li> <li>• Achieve resource savings of £9.7m in 2012/13 as set out in the DFP Savings Delivery Plan 2011-15.</li> <li>• Report progress against the Procurement Board Strategic Plan and Departmental Procurement Plan to Central Procurement Directorate by 15 October 2012.</li> <li>• Develop and introduce Information Assurance processes to achieve Level 2 compliance against the “HMG Information Assurance Maturity Model and Assessment Framework” by 31 March 2013.</li> </ul> | <p><b>Stephen Peover / All Directors (Finance Director to co-ordinate)</b></p> <p><b>Gerry Cosgrave (co-ordinating on behalf of all Business Areas)</b></p> |

## DFP Balanced Scorecard 2012-13

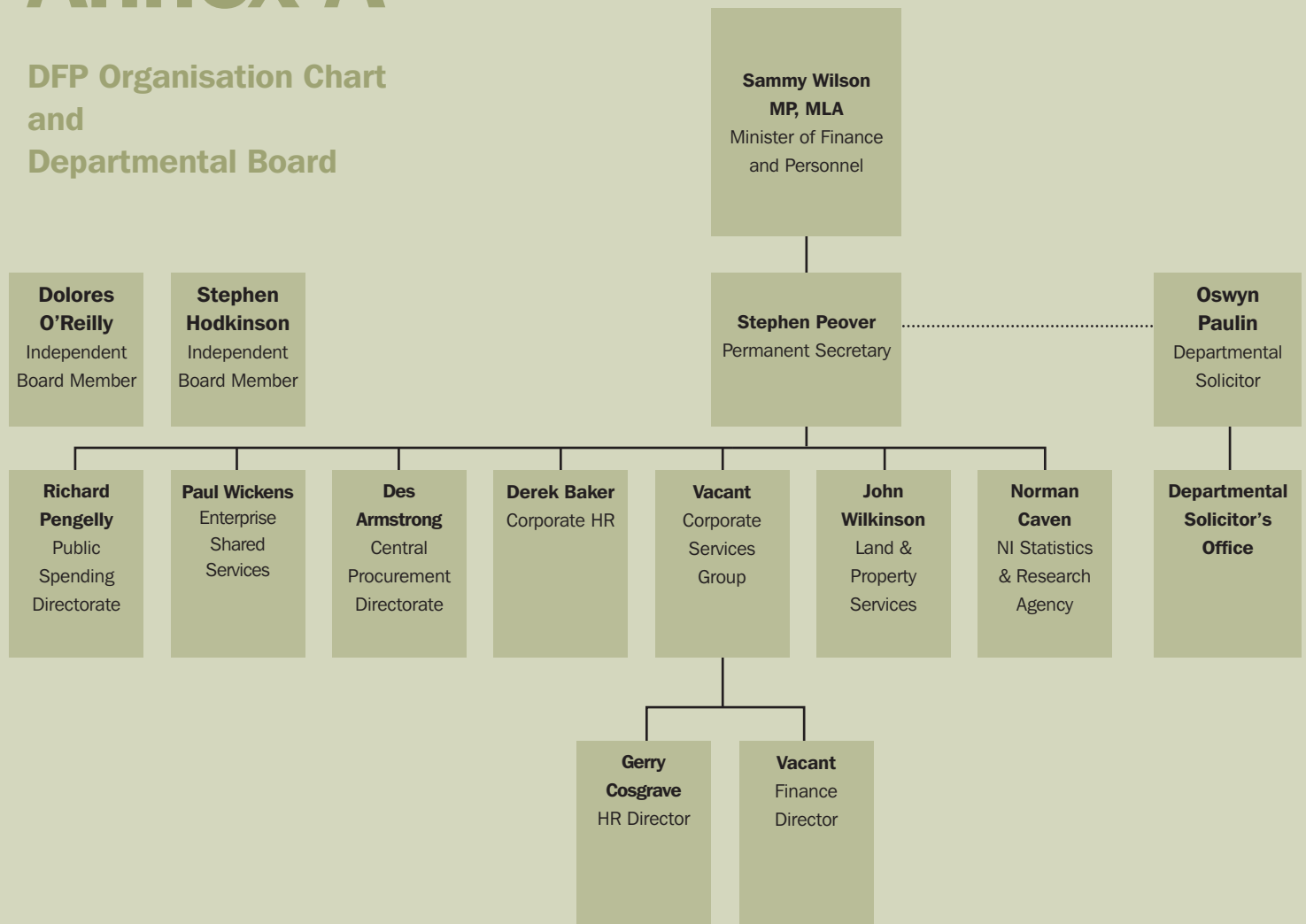
# Organisation and People

DFP Values: Leadership - Strong with Clear Direction and Ethical - Honest, Fair, Equal

| Ref | Departmental Objectives  | Measures   | Target Ref  | Targets  | Owner                                    |
|-----|--|--|---|--|--|
| OP1 | Effectively manage and develop our people and resource DFP effectively to support the delivery of business objectives. | <p>Training priorities identified.</p> <p>Level of staff satisfaction.</p> <p>Improved employee engagement score.</p> <p>Reduction in levels of sickness absence within DFP.</p> | <p>OP1.1</p> <p>OP1.2</p> <p>OP1.3</p> <p>OP1.4</p> | <ul style="list-style-type: none"> <li>Agree and publish DFP corporate training priorities 2012-15 by 30 September 2012.</li> <li>Implement and embed 'Well' workplace health programme within DFP by 31 March 2013.</li> <li>Implement relevant HR actions from the NICS HR Strategy and 2012/13 Annual HR Business Plan by 31 March 2013.</li> <li>Support DFP Business Areas to achieve the Department's overall sickness absence target of 8.6 days per employee by 31 March 2013.</li> </ul>  | <b>Gerry Cosgrave</b>                    |
| OP2 | Continue to develop and embed a culture of continuous improvement.   | <p>Progress against improvements identified through the DFP Quality Programme.</p> <p>Quality Programme self-assessments.</p>  | <p>OP2.1</p> <p>OP2.2</p> <p>OP2.3</p> <p>OP2.4</p> | <ul style="list-style-type: none"> <li>Complete all agreed improvements identified through the 2010/11 Quality Programme self-assessment by 31 August 2012.</li> <li>Commence 2012/13 Quality Programme self-assessment by 30 September 2012.</li> <li>Address key issues raised through the 2011 Staff Attitude Survey and monitor progress against actions quarterly, using the Quality Programme process.</li> <li>Address key issues raised through the 2012 customer satisfaction surveys (see target C1.1) and monitor progress against actions quarterly, using the Quality Programme process.</li> </ul> | <b>Stephen Peover/<br/>All Directors</b> |

# Annex A

## DFP Organisation Chart and Departmental Board



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 employs almost 1000 staff and has 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 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 is also an independent member on the NISRA Audit and Risk Committee, a strategic adviser to two private sector companies, Steria and Asterol, and has been elected as Chairman of the N.I. Divisional Council of the Institute of Healthcare Management for 2011-2012.

**Professor Dolores O'Reilly** became an independent member of the DFP Departmental Board in October 2010. She also chairs the DFP Audit and Risk Committee. Dolores is Professor of International Business Strategy and was Head of the Department of International Business, (1999-2011), University of Ulster, and she is a Commissioner of the Londonderry Port and Harbour. 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 approximately 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.

# Annex B

## Resourcing the Plan

The net resource and capital allocations for 2012-15 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**

| Spending Area                        | Current Expenditure<br>£m |              |              | Capital Investment<br>£m |             |             |
|--------------------------------------|---------------------------|--------------|--------------|--------------------------|-------------|-------------|
|                                      | 2012-13                   | 2013-14      | 2014-15      | 2012-13                  | 2013-14     | 2014-15     |
| Finance & Personnel & Other Services | 26.5                      | 27.1         | 26.5         | 1.3                      | 0.3         | 1.0         |
| NICS Enterprise Shared Services      | 50.1                      | 48.6         | 48.6         | 5.5                      | 5.3         | 5.5         |
| NI Statistics & Research Agency      | 10.9                      | 8.1          | 8.0          | 0.1                      | 0.1         | 0.1         |
| Land & Property Services             | 23.9                      | 22.7         | 22.9         | 2.0                      | 2.0         | 2.0         |
| EU Programmes                        | 2.2                       | 2.0          | 1.8          | -                        | -           | -           |
| Special EU Programmes Body           | 1.4                       | 1.3          | 1.3          | -                        | -           | -           |
| NICS Accommodation Services          | 72.2                      | 72.8         | 74.0         | 5.8                      | 3.0         | 19.8        |
| <b>TOTAL*</b>                        | <b>187.2</b>              | <b>182.6</b> | <b>183.1</b> | <b>14.6</b>              | <b>10.6</b> | <b>28.3</b> |

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

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)