



Department of
**Health, Social Services
and Public Safety**

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AN ROINN

**Sláinte, Seirbhísí Sóisialta
agus Sábháilteachta Poiblí**

MÁNNYSTRIE O

**Poustie, Resydënter Heisin
an Fowk Siccar**



**DHSSPS CORPORATE/BUSINESS PLAN
2009 - 2011**

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MINISTERIAL FOREWORD

This DHSSPS Corporate/Business Plan covers the remaining two years of the Executive's Programme for Government – a period that sees a fundamental shift in the way that we in Northern Ireland manage health and social care. As of April 2009, we have reached the point where the expertise of our doctors, nurses and other professionals is matched by an organizational support framework that is fit for purpose.

I came to office determined to improve the standards of care that people receive, and their access to that care. To achieve that, three things needed to happen: we needed to place a much greater emphasis on promoting the health and social well being of the public; we had to have proper investment in staff and facilities; and we needed to secure a step change in the performance and efficiency of the service.

The structural changes that were completed on 1 April 2009 are already beginning to make an impact through, for example, the role of the new Public Health Agency in leading the way forward to a new vision for the long term benefit of the community. And by managing performance and commissioning at regional level, in the new HSC Board, we are realizing substantial efficiencies while still promoting strong local input through the Local Commissioning Groups. There will always be a need to secure resources for Health and Social Care, but our emphasis now is on using the resources secured in the 2008 Programme for Government, and to do all we can to keep up the momentum of improvement on issues of public concern such as access times for treatment, and demonstrable gains in efficiency as required by the Executive's decision in the last Comprehensive Spending Review.

Now that the organizational changes have been completed, with the rationalization of the Trusts and other arm's length bodies, and the creation of the Public Health Agency, the HSC Board, the Business Services Organization, and the Patient & Client Council, the Department itself is able to focus on the overall direction of health and social care and the holding to account of those charged with commissioning and providing services.

Because this is a partnership, because the people of Northern Ireland will not derive the maximum benefits unless we all work together, this Departmental Plan **and** my HSC-wide *Priorities for Action* have been designed to reinforce each other. I am confident that my Department and its arm's length bodies will, individually, meet their objectives and will, collectively, produce the outcome of better health and well-being for everyone.

Michael McGimpsey
Minister of Health, Social Services & Public Safety

INTRODUCTION

MISSION OF THE DEPARTMENT OF HEALTH, SOCIAL SERVICES & PUBLIC SAFETY

It is the Department's mission to improve the health and social well-being of the people of Northern Ireland. It endeavours to do so by:

- leading a major programme of cross-government action to improve the health and well-being of the population and reduce health inequalities. This includes interventions involving health promotion and education to encourage people to adopt activities, behaviours and attitudes which lead to better health and well-being. The aim is a population which is much more engaged in ensuring its own health and well-being; and
- ensuring the provision of appropriate health and social care services, both in clinical settings such as hospitals and GPs' surgeries, and in the community through nursing, social work and other professional services.

DHSSPS'S NEW PLANNING CONTEXT

The Department's mission remains unchanged from last year. This Corporate/ Business Plan for 2009/2011 takes full account, however, of the quite different operational context ushered in by the Review of Public Administration, and the completed outworking of the Review in the field of health and social care. It defines the remit and priorities of the first post-RPA Northern Ireland Department.

On 1 April 2009, two years after the 19 providers of health and social care were reconstituted to form six Trusts, four wholly new HSC organizations were brought into being by the Health & Social Care (Reform) Act (NI) 2009:

- The Health and Social Care Board (HSCB) <http://www.hscboard.hscni.net/>, with responsibility for commissioning, resource management and performance management and improvement;
- The Public Health Agency (PHA) <http://www.publichealth.hscni.net/>, with responsibility for improving the health and wellbeing of everyone in Northern Ireland;
- The Business Services Organization (BSO) <http://www.hscbusiness.hscni.net/>, with responsibility for providing a broad range of regional business support functions and specialist professional services to the whole of the Health & Social Care sector; and
- The Patient and Client Council (PCC) <http://www.patientclientcouncil.hscni.net/>, with responsibility for providing a strong voice for patients, clients and carers.

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As a consequence of these organizational reforms, the Department has more clearly defined functions and responsibilities. Henceforth, and in addition to its rôle in support of the Minister, the Assembly and the Executive, its main functions will comprise:

- determining and reviewing policy;
- setting standards, priorities and targets for health and social care;
- overseeing the safety and quality of the services provided;
- HSC workforce planning, education and training;
- the HSC capital investment programme;
- financial planning and control;
- regional performance management issues;
- governance issues and assurance from the 17 arm's length bodies (ALBs).

This Corporate/Business Plan has been prepared to reflect the above context. Under the provisions of section 2(i) of the Health & Social Care (Reform) Act, the Department has a general duty to promote an **integrated** system of:

(a) health care designed to secure improvement in the:

- physical and mental health of people; and
- prevention, diagnosis and treatment of illness, and

(b) social care designed to secure improvement in the social well-being of people

That duty is fulfilled both by direct Departmental action and through the operations of the Department's arm's length bodies.

DHSSPS ARM'S LENGTH BODIES

Including the four new HSC organizations noted above, the Department has 17 arm's length bodies which, together, make up the health, social care and public safety system. The function of each of the remaining 13 is briefly described below: more detailed information about their rôles and operations may be found on the relevant website.

Name of organization	Organisation's Website
Belfast Health and Social Care Trust	http://www.belfasttrust.hscni.net/
Southern Health and Social Care Trust	http://www.southerntrust.hscni.net/
South Eastern Health and Care Trust	http://www.setrust.hscni.net/



Name of organization	Organisation's Website
Western Health and Social Care Trust	http://www.westerntrust.hscni.net/
Northern Health and Social Care Trust	http://www.northerntrust.hscni.net/
NI Ambulance Service Trust	http://www.niamb.co.uk/
<p>The overall aim of the HSC Trusts is to improve health and social well-being outcomes, through a reduction in preventable disease and ill health, by providing effective, high quality, equitable and efficient health and social care.</p>	
<p>NI Blood Transfusion Agency Responsible for the collection, testing and distribution of blood donations, and for supplying the needs of all NI hospitals and clinical units with safe and effective blood and blood products and other related services.</p>	http://www.nibts.org/
<p>NI Guardian Ad Litem Agency Appoints independent officers of the Court, to safeguard the interests of children who are the subject of adoption or care proceedings.</p>	http://www.nigala.hscni.net/
<p>NI Medical & Dental Training Agency Funds and manages postgraduate medical and dental education, working to ensure that doctors and dentists are trained to provide patients with the highest standards of care.</p>	http://www.nimdta.gov.uk/

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Name of organization	Organisation's Website
<p>NI Fire & Rescue Service Responsible for promoting fire safety, for fire fighting, rescuing people trapped in road traffic accidents etc, and acting as the enforcement authority for new safety requirements and emergency planning.</p>	<p>http://www.nifrs.org/</p>
<p>NI Social Care Council Works to increase public protection by improving and regulating standards of training and practice for social care workers.</p>	<p>http://www.niscc.info/</p>
<p>NI Practice & Education Council for Nursing & Midwifery Supports the development of nurses and midwives by promoting high standards of practice, education and professional development.</p>	<p>http://www.nipec.n-i.nhs.uk/</p>
<p>Regulation & Quality Improvement Authority The independent body responsible for monitoring and inspecting the availability and quality of health and social care services, and encouraging improvements in the quality of those services.</p>	<p>http://www.rqia.org.uk/home/index.cfm</p>

The main business aims of these bodies are established in the Minister's *Priorities for Action 2009-10*, and in associated planning documents, and the service standards and targets contained in these documents must be seen as complementary to the Department's own goals as described in this Corporate/Business Plan. Indeed, much of the Department's work is concerned with the setting of standards for acceptable levels of performance and, in conjunction with the HSC Board and the Public Health Agency, with the steps needed to monitor, maintain and improve them.



STRUCTURE OF THE CORPORATE/BUSINESS PLAN 2009/2011

The structure of the Department's Corporate/Business Plan 2009/2011 reflects the increased emphasis on system-wide direction and assurance, and on the human and financial resources needed to exert due control over efficient and high-performing services. As can be seen from the following pages, the Department has set itself 14 goals to be pursued and 47 more detailed tasks that must be completed within the next two years. They are grouped under four 'themes':

1. Strategic direction;
2. Accountability and assurance;
3. Departmental systems and functions; and
4. Our people.

These four themes, and most of the 14 supporting goals, have been devised to express the essential rôles and functions of the post-RPA Department. They are likely, therefore, to remain as the building blocks of successive Corporate/Business Plans for some time to come. The detailed tasks, however, will change from year to year; in fact – this being a living document – some will be revised as in-year circumstances and priorities change.

An end-of year progress report on the DHSSPS Corporate/Business Plan 2009/2011 will be posted on the Departmental website in May 2010.

BUSINESS THEMES, GOALS AND TASKS FOR 2009/2011

DHSSPS CORPORATE/BUSINESS PLAN 2009-11: BALANCED SCORECARD THEMES & GOALS

Theme 1: Strategic Direction – provide a clear, evidence-based strategic direction to the HSC, Fire & Rescue Service and other stakeholders (by developing effective policies, standards, directives, legislation etc.)	Theme 2: Accountability and Assurance – ensure effective accountability, assurance and communication arrangements in relation to the Department’s arm’s length bodies (ALBs)
<p>1.1 Improve and protect health and well-being and reduce health inequalities.</p> <p>1.2 Ensure the provision of health and social care which, informed by effective research and policy analysis, maintains the highest standards of safety and quality in supporting people to live as independently as possible.</p> <p>1.3 Improve outcomes for all children and young people in NI by fostering the wider determinants of good health and well-being, tackling health inequalities, and by providing timely access to health and social services based on assessed need.</p> <p>1.4 Modernize mental health and learning disability services through the ‘Delivering the Bamford Vision’ Action Plan.</p>	<p>2.1 Ensure that effective oversight and communication arrangements are in place for all of the Department’s ALBs, ensuring alignment with, and the delivery of, Executive and Ministerial commitments and statutory obligations.</p> <p>2.2 Ensure that the ALBs live within budget and achieve financial balance at year-end.</p> <p>2.3 Ensure that the planned benefits from the HSC Modernisation and Improvement Programme, including efficiency targets, are secured.</p>
Theme 3: Departmental Functions and Systems – ensure robust Departmental functions and systems to support the Minister, implement internal and NICS-wide reforms, prepare legislation and discharge legislative and other Departmental and cross-departmental responsibilities	Theme 4: Our People – ensure, through effective arrangements for recruitment, induction, development and deployment, that the Department’s staff understand and are able to contribute meaningfully to the achievement of the Department’s objectives
<p>3.1 Discharge effectively all Ministerial, Assembly and Executive requirements for action, advice, briefing and information, ensuring compliance with relevant statutory and policy obligations.</p> <p>3.2 Ensure that effective Departmental systems and processes are in place, consistent with the Department’s new rôle from 1 April 2009.</p> <p>3.3 Provide appropriate direction and support to the HSC in maximising the effectiveness and productivity of the workforce.</p> <p>3.4 Ensure the timely and effective development and implementation of a robust capital programme, consistent with the Department’s policy priorities and strategic direction.</p>	<p>4.1 Ensure that the Department has a skilled and motivated workforce, deployed efficiently and effectively to deliver Departmental priorities.</p> <p>4.2 Foster a working environment within the Department which encourages and recognises innovation and improvement on the part of all staff.</p> <p>4.3 Ensure a Departmental culture that promotes the well-being of staff and enables them to realize their full potential and work productively as a team.</p>



1.1 IMPROVE AND PROTECT HEALTH AND WELL-BEING AND REDUCE HEALTH INEQUALITIES.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
1.1(a) Complete the mid-term review of the Investing for Health Strategy	December 2009	CMO's Group
1.1(b) Publish the new Promoting Mental Health & Emotional Wellbeing Strategy 2009 /2012 (embracing relevant elements from 'Delivering the Bamford Vision' Action Plan)	September 2009	Lead: CMO's Group Support: Social Policy Group
1.1(c) Develop sector-specific pandemic 'flu guidance	December 2009	CMO's Group

1.2 ENSURE THE PROVISION OF HEALTH AND SOCIAL CARE WHICH, INFORMED BY EFFECTIVE RESEARCH AND POLICY ANALYSIS, MAINTAINS THE HIGHEST STANDARDS OF SAFETY AND QUALITY IN SUPPORTING PEOPLE TO LIVE AS INDEPENDENTLY AS POSSIBLE.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
1.2(a) Publish a regional strategy and action plan on healthcare-associated infections and antimicrobial resistance.	June 2009	Lead: CMO's Group Support: Healthcare Policy Group
1.2(b) Develop agreed Service Frameworks for the following conditions or groups:		Lead: CMO's Group Support: Healthcare Policy Group
• Cardiovascular	Jun 2009	
• Respiratory	Sep 2009	
• Cancer	Apr 2010	
• Mental Health	Apr 2010	
• Learning Disability	Jun 2010	
• Children & Young people	Mar 2011	
• Older people	Mar 2011	

BUSINESS THEMES, GOALS AND TASKS FOR 2009/2011

1.2 ENSURE THE PROVISION OF HEALTH AND SOCIAL CARE WHICH, INFORMED BY EFFECTIVE RESEARCH AND POLICY ANALYSIS, MAINTAINS THE HIGHEST STANDARDS OF SAFETY AND QUALITY IN SUPPORTING PEOPLE TO LIVE AS INDEPENDENTLY AS POSSIBLE.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
<p>1.2(c) Provide policy direction to the HSC on the provision and configuration of services to ensure the optimisation of care to the population:</p> <ul style="list-style-type: none"> • Publish strategic framework on chronic disease management • Develop a strategy for supportive and palliative care • Develop a strategy for AHP services • Undertake reviews of acute and regional services 	<p>October 2009</p> <p>April 2010</p> <p>April 2010</p> <p>Ongoing</p>	<p>Lead: Healthcare Policy Group</p> <p>Support: All Groups</p>
<p>1.2(d) Ensure negotiations on Family Practitioner Services contracts are agreed in accordance with target dates to secure accessible, responsive, high quality services for patients:</p> <ul style="list-style-type: none"> • GMS (annual revisions) • Community pharmacists • GDS 	<p>March 2010 & 2011</p> <p>March 2011</p> <p>March 2011</p>	<p>Healthcare Policy Group</p>
<p>1.2(e) Publish a strategy to improve physical/sensory disability services</p>	<p>October 2009</p>	<p>Social Policy Group</p>
<p>1.2(f) Publish a 'safeguarding vulnerable adults' framework of policy, standards and good practice</p>	<p>March 2010</p>	<p>Office of Social Services</p>



1.3 IMPROVE OUTCOMES FOR ALL CHILDREN AND YOUNG PEOPLE IN NI BY FOSTERING THE WIDER DETERMINANTS OF GOOD HEALTH AND WELL-BEING, TACKLING HEALTH INEQUALITIES, AND PROVIDING TIMELY ACCESS TO HEALTH AND SOCIAL SERVICES BASED ON ASSESSED NEED.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
1.3(a) Issue revised guidance on achieving permanence through child-centred planning, with a focus on adoption and long-term foster care	March 2010	Office of Social Services
1.3(b) Establish, initially on a non-statutory basis, the Safeguarding Board for Northern Ireland	October 2009	Office of Social Services
1.3(c) Issue guidance on revised thresholds for the management of children on to and off the child protection register	March 2010	Office of Social Services
1.3(d) Undertake a scoping study of regional paediatric services to inform the development of these highly specialized services	March 2010	Healthcare Policy Group
1.3(e) Publish a consultation on paediatric surgery services and issue associated standards to the HSC	December 2009	CMO's Group
1.3(f) Publish an obesity prevention strategic framework, with particular emphasis on reducing the level of childhood obesity	June 2010	CMO's Group
1.3(g) Publish a framework to ensure the delivery of consistent, effective age-appropriate messages on the risks of alcohol to children and young people, based on the Joint CMOs' Guidance.	September 2009	CMO's Group
1.3(h) Ensure timely and effective implementation of the agreed DHSSPS actions in support of <i>Our Children and Young People – Our Pledge</i>	March 2010	Lead: CMO's Group Support: Office of Social Services

BUSINESS THEMES, GOALS AND TASKS FOR 2009/2011

1.4 MODERNIZE MENTAL HEALTH AND LEARNING DISABILITY SERVICES THROUGH THE 'DELIVERING THE BAMFORD VISION' ACTION PLAN.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
1.4(a) Publish the NI Executive's response to the Bamford Review	May 2009	Social Policy Group
1.4(b) Take legislation for mental health and mental capacity through the NI Assembly	March 2011	Social Policy Group

2.1 ENSURE EFFECTIVE OVERSIGHT AND COMMUNICATION ARRANGEMENTS ARE IN PLACE FOR ALL OF THE DEPARTMENT'S ALBS, ENSURING ALIGNMENT WITH AND THE DELIVERY OF EXECUTIVE AND MINISTERIAL COMMITMENTS AND STATUTORY OBLIGATIONS.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
2.1(a) Complete the HSC Framework Document setting out the respective roles and responsibilities of the Department and the new HSC bodies	September 2009	Office of the Permanent Secretary
2.1(b) Publish the Minister's Priorities for Action 2010-11, following appropriate involvement of commissioners, Trusts, PCC and other stakeholders	March 2010	Resources & Performance Management Group
2.1(c) Hold ALBs to account for the delivery of Executive and Ministerial commitments and other agreed objectives	Ongoing	Lead: Resources & Performance Management Group Support: All Groups



2.2 ENSURE THAT THE DEPARTMENT'S ARM'S LENGTH BODIES LIVE WITHIN BUDGET AND ACHIEVE FINANCIAL BALANCE AT YEAR-END

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
2.2(a) Hold all ALBs to account for their financial performance through regular monitoring of financial positions and forecasts	Ongoing	Resources & Performance Management Group

2.3 ENSURE THAT THE PLANNED BENEFITS FROM THE HSC MODERNISATION AND IMPROVEMENT PROGRAMME, INCLUDING EFFICIENCY TARGETS, ARE SECURED

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
2.3(a) Finalise the Benefits Realization Plan specifying (i) the key benefits to be secured by the Board, Agency, BSO, PCC and Trusts, and (ii) the associated monitoring and assurance arrangements	September 2009	Office of the Permanent Secretary
2.3(b) Agree the RPA cash-releasing efficiencies needed to meet budgetary targets, and ensure that the planned savings are met in 2009-10 and 2010-11	Ongoing	Resources & Performance Management Group

3.1 DISCHARGE EFFECTIVELY ALL MINISTERIAL, ASSEMBLY AND EXECUTIVE REQUIREMENTS FOR ACTION, ADVICE, BRIEFING AND INFORMATION, ENSURING COMPLIANCE WITH RELEVANT STATUTORY AND POLICY OBLIGATIONS

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
3.1(a) Ensure that the Minister receives high quality, timely advice and support, consistent with agreed internal targets	Ongoing	All Groups
3.1(b) Ensure that all new policies are screened for compliance with relevant legislative and policy requirements (including equality, human rights and sustainable development)	Ongoing	All Groups

BUSINESS THEMES, GOALS AND TASKS FOR 2009/2011

3.2 ENSURE EFFECTIVE DEPARTMENTAL SYSTEMS AND PROCESSES ARE IN PLACE, CONSISTENT WITH THE DEPARTMENT'S NEW ROLE POST-MARCH 2009

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
3.2(a) Publish a strategic business continuity plan for DHSSPS, underpinned by Group/ Directorate continuity plans	October 2009	Lead: Resources & Performance Management Group Support: All Groups
3.2(b) Incorporate in the Benefits Realization Plan (i) the key HSC benefits to be secured by the Department as a result of the HSC Modernization and Improvement Programme (eg in relation to shared services, HR etc), and (ii) the associated monitoring and assurance arrangements	September 2009	Office of the Permanent Secretary
3.2(c) Establish effective arrangements to monitor and ensure the delivery of agreed benefits from the NICS reform and modernisation programmes	December 2009	Lead: Office of the Permanent Secretary Support: Resources & Performance Management Group
3.2(d) Agree and implement, within an integrated DHSSPS-wide plan, steps to maximize use of Departmental internal resources and deliver the Department's running cost efficiencies in 2009-10 and 2010-11	March 2011	Lead: Resources & Performance Management Group Support: All Groups
3.2(e) Ensure that the Department lives within its overall budget and that there is no significant underspend.	March 2010	Lead: Resources & Performance Management Group Support: All Groups
3.2(f) Ensure, through monitoring and instigation of any necessary corrective measures, that the specified levels of cash efficiencies are delivered over the last two years of CSR07	March 2010 March 2011	Resources & Performance Management Group



3.2 ENSURE EFFECTIVE DEPARTMENTAL SYSTEMS AND PROCESSES ARE IN PLACE, CONSISTENT WITH THE DEPARTMENT'S NEW ROLE POST-MARCH 2009

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
3.2(g) Implement agreed changes to the role and responsibilities of the Department, including associated restructuring and business re-design	March 2010	Office of the Permanent Secretary

3.3 PROVIDE APPROPRIATE DIRECTION AND SUPPORT TO THE HSC IN MAXIMISING THE EFFECTIVENESS AND PRODUCTIVITY OF THE WORKFORCE.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
3.3(a) Develop an HSC HR Strategy to help take forward modernization and reform, develop policies and practices to manage change, and to support improvements in the HR function itself	April 2010	Resources & Performance Management Group
3.3(b) Develop and implement the policy on effective professional regulation and revalidation through the <i>Confidence in Care</i> programme:		CMO's Group/ Healthcare Policy Group/ Resources & Performance Management Group
<ul style="list-style-type: none"> • issue public consultation on death certification 	September 2009	
<ul style="list-style-type: none"> • complete legislative process on the responsible officer role 	December 2009	
<ul style="list-style-type: none"> • complete legislative process in respect of controlled drugs, and support its application 	March 2010	
<ul style="list-style-type: none"> • develop guidance on the health of health professionals seeking employment in the HSC 	March 2010	
<ul style="list-style-type: none"> • develop options for a scheme of regulation for healthcare support staff 	March 2010	
<ul style="list-style-type: none"> • develop an effective medical revalidation and regulation process 	April 2010	

BUSINESS THEMES, GOALS AND TASKS FOR 2009/2011

3.4 ENSURE THE TIMELY AND EFFECTIVE DEVELOPMENT AND IMPLEMENTATION OF A ROBUST CAPITAL PROGRAMME, CONSISTENT WITH THE DEPARTMENT'S POLICY PRIORITIES AND STRATEGIC DIRECTION

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
3.4(a) Complete a biennial capital priorities review and updated capital programme, consistent with the Department's policies and strategic direction and with appropriate standards for estate and equipment	September 2010	Lead: Health Estates Investment Group Support: All Groups
3.4(b) Ensure that all capital projects are procured, managed and delivered to meet appropriate standards and guidelines and achieve value for money	Ongoing	Health Estates Investment Group Support: RPMG

4.1 ENSURE THAT THE DEPARTMENT HAS A SKILLED AND MOTIVATED WORKFORCE, DEPLOYED EFFICIENTLY AND EFFECTIVELY TO DELIVER DEPARTMENTAL PRIORITIES.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
4.1(a) Ensure the effective and timely operation of the Department's performance appraisal and staff development processes (consistent with agreed internal deadlines)	Ongoing	All Groups
4.1(b) Develop options for the completion of a comprehensive Departmental skills audit and organisational development programme linked to the new role and responsibilities of the Department	September 2009	Resources & Performance Management Group
4.1(c) Ensure full involvement and engagement of all staff in the business planning and risk management processes, through arrangements for the creation of Group, Directorate and Branch plans, and their subsequent monitoring and updating	Ongoing	All Groups



4.2 FOSTER A WORKING ENVIRONMENT WITHIN THE DEPARTMENT WHICH ENCOURAGES AND RECOGNISES INNOVATION AND IMPROVEMENT ON THE PART OF ALL STAFF.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
4.2(a) Provide effective leadership and clear communication channels to ensure that all staff are fully engaged with and updated on the work of the Department on an ongoing basis	Ongoing	All Groups
4.2(b) Publish a comprehensive action plan to address issues and opportunities identified by DHSSPS staff in the 2009-10 NICS staff attitudes survey	February 2010	Resources & Performance Management Group

4.3 ENSURE THAT THERE IS A CULTURE WHICH PROMOTES THE WELL-BEING OF STAFF AND ENABLES THEM TO REALIZE THEIR FULL POTENTIAL AND WORK PRODUCTIVELY AS A TEAM.

DETAILED TASK	DEADLINE	RESPONSIBLE OWNER
4.3(a) Encourage staff participation in healthier activities/initiatives, as part of the DHSSPS Workplace Health Improvement Programme	Ongoing	All Groups
4.3(b) Reduce average staff absence to a maximum of 8.5 working days per member of staff in 2009-10, in line with NICS targets	March 2010	All Groups
4.3(c) Secure re-accreditation as an Investor in People organisation in 2010-11.	October 2010	All Groups
4.3(d) Provide quarterly reports to the Departmental Board on key personnel trends and performance	Ongoing from July 2009	Resources & Performance Management Group

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October 2009

Ref 73/2009