



DfC

Department
for Communities

www.communities-ni.gov.uk

Draft Business Plan 2018/19

This draft Business Plan has been prepared for consideration and approval by an incoming Minister. Pending the appointment of a Minister, the Department is working towards delivery of the programmes, objectives and targets specified in this Plan and within the limits of the financial and other resources allocated to the Department for the current financial year.

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From the Permanent Secretary



This Business Plan builds on the achievements of the Department in 2017/18 and sets out how we will continue to deliver key public services to citizens and to our stakeholders. The plan details the work that each of the four Departmental business groups intends to take forward in this financial year, and how the available resources will be allocated.

Our budget for this year is £7.3 billion, which includes expenditure on social security and pension payments. With the majority of our 8000 staff engaged in front line services, our customers and stakeholders remain a priority. This includes the many Arm's Length Bodies (ALBs) who work with us to deliver essential public services across the community.

As well as continued engagement with our ALBs and other stakeholders, we will also continue to work in partnership with other departments to ensure the successful completion of cross cutting projects and initiatives, particularly in relation to our Programme for Government (PfG) commitments. I am the owner for PfG

Outcomes 8 (We care for others and we help those in need) and 9 (We are a shared, welcoming and confident society that respects diversity) and the Department supports a further five Outcomes which are led by other Outcome owners. This provides us with an opportunity to work collaboratively across the Northern Ireland Civil Service (NICS) to progress PfG in readiness for a returning Executive and Minister for Communities, and to achieve the desired priority actions for tackling disadvantage and driving economic growth as outlined in the NICS 2018/19 Outcomes Delivery Plan.

2018/19 promises to be no less challenging than the previous year, but I believe that through careful planning and monitoring of our performance, we can anticipate and deal with those challenges. We start this year with the same financial and political constraints as last year, but also with the same dedicated and skilled workforce, committed to providing high quality, value for money services.

Leo O'Reilly

Section 1: Draft Programme for Government and Vision

1.1 Draft Programme for Government (PfG)

The draft PfG sets out the strategic direction for the work of the Northern Ireland Executive, detailing the vision, outcomes and key actions which form the basis of an ambitious programme of work geared to tackle the biggest issues facing our society. All Departments are required to work collaboratively to deliver against the draft PfG and this Department will also work closely with our ALB's, District Councils and other organisations outside Government to deliver the agreed outcomes. The draft PfG Framework is detailed at **Annex A**.

In the absence of Ministers and a formal PfG, a NICS Outcomes Delivery Plan has been developed and published which will guide the work of the Department during 2018/19.

1.2 The Department's Vision

The Department's vision is 'Empowering People, Families and Communities' reflecting the positive and substantial impact which the work of this Department has on virtually everyone living in Northern Ireland.

Section 2: Our Responsibilities

The Department delivers a wide range of services to the public – both directly and through its ALB's – which will impact the lives of most people at some point. In supporting and advising an incoming Minister, the Department's main functions include:

- The delivery of a social welfare system and pension service, promoting work, wellbeing and fairness, providing important support to those most in need
- Supporting people to find work and the provision of a tailored recruitment service for employers across the region
- The delivery of a Child Maintenance Service, geared to secure more money for more children
- The provision of decent, affordable, sustainable homes and housing support services
- Enabling, encouraging and promoting social inclusion, diversity, and participation in society
- Reducing fraud and error and protecting public funds
- Bringing communities together and delivering programmes that target social need through social, economic and physical regeneration of cities, towns and villages
- The administration of sport in Northern Ireland, promoting a culture of lifelong enjoyment and success in sport
- Supporting the work of the Voluntary and Community sector
- Supporting district councils to deliver strong and effective local government
- Realising the value of Northern Ireland's built heritage
- Supporting creative industries, oversight and delivery for the arts, cultural and language sectors
- Supporting museums, libraries and maintaining public records

Section 3: People, Resources and Governance

3.1 People and Resourcing

One of this Department's most valuable resources is its people with 8,000 staff employed across the Department. The Department has been allocated a total resource Departmental Expenditure Limit (DEL) budget of £900.2 million and a net Capital

allocation of £179.3 million. DEL expenditure is managed by the Northern Ireland Executive and allocated to departments for expenditure on local public services.

The Resource and Capital budgets have been allocated as follows:

Resource Allocation	2018-19 £'000
Strategic Planning & Resources	228.9
Housing, Urban Regeneration and Local Government	198.9
Engaged Communities	115.6
Work & Inclusion	356.8
Total	900.2

Capital Allocation	Gross Total £'000	Total Receipts £'000	Net Total £'000
Strategic Planning & Resources	1.0	-	1.0
Housing, Urban Regeneration and Local Government	216.7	-73.4	143.3
Engaged Communities	27.1	-	27.1
Work & Inclusion	22.2	-14.3	7.9
Total	267.0	-87.7	179.3

As well as the budget provided to it by the Executive, the Department is also responsible for managing large amounts of **Annually Managed Expenditure (AME)** on behalf of

HM Treasury. This covers expenditure on demand led services which are generally less predictable than DEL expenditure.

AME Budget	Grand Total
Other AME Capital	32,226
AME Resource	6,135,606
AME Res non-cash	13,410
Grand Total	6,181,242

AME Budget	Grand Total
Disability Benefits	1,572,650
Employment Support Allowance	938,715
Housing Benefit	610,123
Industrial Injuries Benefit	28,985
Impairments	1,710
Income Support	134,666
Job Seekers Allowance	108,956
Maternity Allowance	12,751
Pension	2,578,061
Provisions	9,054
Social Fund	60,178
Widows Bereavement Benefit	17,581
Other Statutory Benefits	71,600
Corporation Tax	50
Depreciation	5,559
Misc	30,603
Grand Total	6,181,242

3.2 Governance

The functions of the Department for Communities are exercised at all times subject to the direction and control of the Minister (Article 4 of the Departments (NI) Order 1999). The Permanent Secretary is the Minister's principal advisor as well as the administrative head of the Department responsible for strategic direction and advice to an incoming Minister on the Department's policy making and implementation activities.

The Permanent Secretary is also the principal Accounting Officer for the Department. This role carries with it personal responsibility for ensuring regularity and propriety and value for money and for ensuring that there are sound systems of internal control and high standards of financial management within the Department as a whole. The principal Accounting Officer must also be satisfied that adequate financial systems and procedures are in place to promote the efficient and economical conduct of business and to safeguard financial propriety and regularity within the Department's Arm's Length Bodies.

The Accounting Officer is assisted in his role by a Departmental Management Board which meets on a monthly basis.

The key aspects of the Board's role includes:

- setting the strategic direction for the Department
- advising on the allocation of financial and human resources to achieve strategic aims
- monitoring the overall financial position of the Department
- monitoring the achievement of performance objectives
- setting the Department's standards and values
- maintaining a transparent system of prudent and effective controls

- assessing and managing risk and establishing the Department's risk management framework and
- leading and overseeing the process of change and encouraging innovation, to enhance the Department's capability to deliver

The Permanent Secretary is supported by four Deputy Secretaries, who manage Business Groups within the Department to deliver public services to the community and in conjunction with our stakeholders.

The Department has a corporate governance framework which specifies organisation and governance structures; roles and responsibilities of those charged with governance; and key internal control, risk management and assurance arrangements to ensure proper and effective management of the Department's resources and the delivery of its programmes and priorities within available resources. Arrangements include regular monitoring of the Departmental Business Plan, stringent financial management and control procedures, policies and procedures on managing risk, anti-fraud policies, whistleblowing arrangements and publication of the Department's Annual Report and Accounts.

The Departmental Management Board is supported in its role by a Departmental Audit and Risk Assurance Committee. Its role is to support the Board on issues of risk, control and governance through provision of independent advice, information and assurance to the Board and Accounting Officer on the operation of the Department's system of internal control and the comprehensiveness, reliability and integrity of available assurance.

The Department will also implement its Equality Scheme to promote equality of opportunity and good relations. The Department is committed to complying with its statutory obligations under Section 75 of the Northern Ireland Act 1998.

Section 4: Our Strategic Priorities for 2018/19

4.1 This Business Plan reflects our key priorities and actions for the 2018/19 year. Taking account of the draft PfG, the Department has developed a number of long term strategic targets. These targets have significant interdependencies to delivering outcomes/results which will support people, improve communities and tackle disadvantage. These targets are also supported by key objectives which collectively form the Department's programme of work for 2018/19 – see attached at **Annex B**.

4.2 Our ALB's perform many significant functions and it is through our ALB's that the Department will deliver much of its work. A list of the Departmental ALB's is attached at **Annex C**.

Annex A: Draft Programme for Government Outcomes Framework

Programme For Government Outcomes Framework Our purpose: Improving wellbeing for all – by tackling disadvantage and driving economic growth	
Outcomes	Indicators
1. We prosper through a strong, competitive, regionally balanced economy	20. Private sector NI Composite Economic Index 21. External sales 22. Rate of innovation activity 34. Employment rate by council area 43. % change in energy security of supply margin
2. We live and work sustainably – protecting the environment	25. % all journeys which are made by walking/cycling/public transport 29. Greenhouse gas emissions 36. % household waste that is reused, recycled or composted 37. Annual mean nitrogen dioxide concentration at monitored urban roadside locations 44. Levels of soluble reactive phosphorus in our rivers and levels of Dissolved Inorganic Nitrogen in our marine waters 45. Biodiversity (% of protected area under favourable management)
3. We have a more equal society	2. Gap between highest and lowest deprivation quintile in healthy life expectancy at birth 12. Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English & Maths 19. % population living in absolute and relative poverty 32. Employment rate of 16–64 year olds by deprivation quintile 17. Economic inactivity rate excluding students 34. Employment rate by council area
4. We enjoy long, healthy, active lives	3. Healthy life expectancy at birth 4. Preventable mortality 6. % population with GHQ12 scores ≥ 4 (signifying possible mental health problem) 5. % people who are satisfied with health and social care 2. Gap between highest and lowest deprivation quintile in healthy life expectancy at birth 49. Confidence of the population aged 60 years or older (as measured by self-efficacy)
5. We are an innovative, creative society, where people can fulfil their potential	22. Rate of innovation activity (% of companies engaging in innovation activity) 24. Proportion of premises with access to broadband services at speeds at or above 30Mbps 27. % engaging in arts/cultural activities 28. Confidence (as measured by self-efficacy) 11. % school leavers achieving at least level 2 or above including English and Maths

Programme For Government Outcomes Framework

Our purpose: Improving wellbeing for all – by tackling disadvantage and driving economic growth

Outcomes	Indicators
<p>6. We have more people working in better jobs</p>	<ul style="list-style-type: none"> 17. Economic inactivity rate excluding students 14. Proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above 16. Seasonally adjusted employment rate (16–64) 18. A Better Jobs Index 33. % people working part time who would like to work more hours 34. Employment rate by council area 41. Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation
<p>7. We have a safe community where we respect the law, and each other</p>	<ul style="list-style-type: none"> 1. Prevalence rate (% of the population who were victims of any NI Crime Survey crime) 26. A Respect Index 35. % the population who believe their cultural identity is respected by society 38. Average time taken to complete criminal cases 39. Reoffending rate
<p>8. We care for others and we help those in need</p>	<ul style="list-style-type: none"> 6. % population with GHQ12 scores ≥ 4 (signifying possible mental health problem) 9. Number of adults receiving personal care at home or self-directed support for social care services as a % of the total number of adults needing care 19. % population living in absolute and relative poverty 42. Average life satisfaction score of people with disabilities 8. Number of households in housing stress 49. Confidence of the population aged 60 years or older (as measured by self-efficacy)
<p>9. We are a shared, welcoming and confident society that respects diversity</p>	<ul style="list-style-type: none"> 26. A Respect Index 31. % who think all leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestants and Catholics 35. % of the population who believe their cultural identity is respected by society 42. Average life satisfaction score of people with disabilities 28. Confidence (as measured by self-efficacy)
<p>10. We have created a place where people want to live and work, to visit and invest</p>	<ul style="list-style-type: none"> 1. Prevalence rate (% of the population who were victims of any NI Crime Survey crime) 30. Total spend by external visitors 35. % of the population who believe their cultural identity is respected by society 40. Nation Brands Index 18. A Better Jobs Index

Programme For Government Outcomes Framework

Our purpose: Improving wellbeing for all – by tackling disadvantage and driving economic growth

Outcomes	Indicators
<p>11. We connect people and opportunities through our infrastructure</p>	<ul style="list-style-type: none"> 23. Average journey time on key economic corridors 24. Proportion of premises with access to broadband services at speeds at or above 30Mbps 46. Usage of online channels to access public services 25. % of all journeys which are made by walking/cycling/public transport 47. Overall Performance Assessment (NI Water) 48. Gap between the number of houses we need, and the number of houses we have
<p>12. We give our children and young people the best start in life</p>	<ul style="list-style-type: none"> 7. % babies born at low birth weight 15. % children at appropriate stage of development in their immediate pre-school year 13. % schools found to be good or better 12. Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English and Maths 11. % school leavers achieving at Level 2 or above including English and Maths 10. % care leavers who, aged 19, were in education, training or employment

These Outcomes will be delivered through collaborative working across the Executive and beyond government and through the provision of high quality public services.

Working Draft

Annex B: Our Strategic Priorities for 2018/19

Our long term goals are arranged into four main sections. These goals have significant inter-dependencies to delivering outcomes / results which will support people, improve communities and tackle disadvantage. This

will require the Department to work effectively with customers and stakeholders, having sound internal processes and highly skilled and motivated staff.

Results	Customers/Stakeholders
R1. A more confident people living their lives to the full R2. More engaged communities R3. Lower levels of economic inactivity and unemployment R4. Improved communities and better housing	CS1. Effective engagement with people, stakeholders, and delivery partners CS2. Responsive and effective service delivery
Internal Processes	Organisational Learning And Growth
IP1. Effective and efficient management of financial resources IP2. Effective corporate governance IP3. Effective services and processes	OLG1. Support and develop our people to achieve their potential

Results				
Objective	Target		PfG Outcome	Owner
A more confident people living their lives to the full	R1.1	<p>During 2018/19 invest in Special Olympics Ulster to:</p> <ul style="list-style-type: none"> • Enable the recruitment of 200 new athletes with learning disabilities and sensory impairments • Recruit and train 150 new volunteers to support the athletes and their clubs • Provide coaching and competition support to 270 Ulster athletes participating in 14 different sporting disciplines at the Special Olympics Ireland Games (June 2018) and 12 athletes competing at the World Games in Abu Dhabi (March 2019), including pre competition camps. 	8, 9	Ian Snowden
	R1.2	<p>In collaboration with sectoral bodies, Northern Ireland Executive Departments and District Councils, we will deliver increased opportunities for participation and enjoyment for everyone in health enhancing physical activity and sport, with an emphasis on those with disabilities or learning and sensory impairments.</p> <p>This will be achieved through programming activities at the disability sports hubs across 11 Council areas and through the 6 Active Fit and Sporty female participation projects targeting young girls, students, sports clubs, older people and people with disabilities.</p>	5, 8, 9	Ian Snowden
	R1.3	<p>By 31 March 2019, we will provide 2,500 additional basic level IT learning opportunities for adults in group and one to one settings across the public libraries network, with particular focus on people from deprived areas, people from rural areas, people with disabilities and older people.</p>	5, 9	Ian Snowden
More engaged communities	R2.1	<p>By 31 March 2019, to invest approximately £200k to support and develop BSL (British Sign Language) and ISL (Irish Sign Language) communities in a linguistic context, in order to improve access to services and promote respect and understanding of BSL/ISL. This emanates from formal recognition of both languages in 2004.</p>	8, 9	Ian Snowden

Results				
Objective	Target		PfG Outcome	Owner
Lower levels of economic inactivity and unemployment	R3.1	By 31 March 2019, to invest approx. £22m and support 17,600 people to participate in Employability Programmes, including programmes for people with health conditions and/or disabilities. These programmes include Steps to Success, Workable NI, Condition Management Programme, Access to Work and European Social Fund.	3, 6, 8	Colum Boyle
Improved communities and better housing	R4.1	To invest funding of approx. £147m by 31 March 2019 in order to: <ul style="list-style-type: none"> (a) Provide an additional 1850 social home starts, of which 200 will be shared housing and 8% of new builds will be wheelchair accessible (b) Support 750 first time buyers to purchase a new home through co-ownership or similar schemes (c) Provide housing advice to 7,200 people and prevent homelessness in 450 cases through the Housing Rights Service (d) Support people to live independently through the Supporting People programme, the Northern Ireland Housing Executive will provide an additional £72.8m of support to approximately 17,000 households 	8, 9, 11	Louise Warde Hunter
	R4.2	By 31 March 2019, to have released two large public sector sites for housing development.	8, 9, 11	Louise Warde Hunter
	R4.3	By 31 March 2019, to have continued the development of 14 substantive Public Realm, Environmental Improvement and Revitalisation Schemes in towns and cities across Northern Ireland.	4, 5, 8, 9, 10	Louise Warde Hunter
	R4.4	By 31 March 2019, to invest funding of approx. £23.6m to support a range of projects through the following Programmes: <ul style="list-style-type: none"> (a) Neighbourhood Renewal in 36 areas (b) Areas at Risk in 13 areas and (c) Small pockets of deprivation in 14 areas 	3, 4, 5, 7, 8, 9, 10	Ian Snowden
	R4.5	By 31 March 2019, to roll out the cross community youth sports programme as part of the Northern Ireland Executive's Together: Building a United Community Strategy in at least three urban villages and three rural areas.	5, 7, 9	Ian Snowden

Customers/Stakeholders				
Objective	Target		PfG Outcome	Owner
Effective engagement with people, stakeholders, and delivery partners	CS1.1	By 31 March 2019, to reach 55,000 people through the Make the Call Wraparound Service to ensure that individuals and families are receiving all of the social security benefits they are entitled to.	3, 4, 8	Colum Boyle
	CS1.2	By March 2019 to, in partnership with The Executive Office, to develop, agree and deliver a programme of work supporting the EU Future relations project (Brexit) within agreed timescales.		Jackie Kerr Ian Snowden Colum Boyle Louise Warde Hunter
Responsive and effective service delivery	CS2.1	By 31 March 2019, to provide assistance (approx. £6bn in 2018/19) through social security benefits to individuals and families in our society that require financial support. This will be achieved through the delivery of a suite of important welfare benefits, including: State Pension, Disability Living Allowance, Personal Independence Payments, Employment Support Allowance, Jobseekers Allowance, Carers Allowance, and Housing Benefit (through the Northern Ireland Housing Executive and Land & Property Services). This will include completing the roll out of Universal Credit throughout Northern Ireland.	3, 8	Colum Boyle
	CS2.2	By 31 March 2019 to have implemented the Work & Wellbeing Service across the regional network including to have offered a Health and Work Conversation to all eligible customers who present with a health condition or disability.	3, 6, 8	Colum Boyle

Internal Processes				
Objective	Target		PfG Outcome	Owner
Effective and efficient management of financial resources	IP1.1	By 31 March 2019: <ul style="list-style-type: none"> To have effectively presented DfC priorities and funding requirements in the budget for 2019/20 and To ensure financial outturn of no less than 98% resource 99% capital 		Jackie Kerr
	IP1.2	By 31 March 2019, recover £80.7m in respect of benefit overpayments and Social Fund/ Discretionary Support loans.		Jackie Kerr
Effective corporate governance	IP2.1	By 31 March 2019, to have delivered a Programme of Work that ensures effective frameworks for governance and sponsorship within the Department.		Jackie Kerr
Effective Services and Processes	IP3.1	By 31 March 2019, the Department will invest funding of approximately £10m to deliver a Child Maintenance Service, with the following key performance targets: <ul style="list-style-type: none"> Ensure that at least 9 out of 10 parents are paying their child maintenance Achieve 97% accuracy in its Child Maintenance Assessments 	8, 12	Colum Boyle

Organisational Learning & Growth				
Objective	Target		PfG Outcome	Owner
Support and develop our people to achieve their potential	OLG1.1	To support our people during 2018/19 to achieve their potential through the development and implementation of a DfC People Action Plan.		Jackie Kerr Ian Snowden Colum Boyle Louise Warde Hunter

Annex C: Our Arm's Length Bodies

Arm's Length Bodies

Armagh Observatory & Planetarium

Arts Council for Northern Ireland

Charity Commission for Northern Ireland

Commissioner for Older People Northern Ireland

Libraries Northern Ireland

Local Government Staff Commission for Northern Ireland

National Museums Northern Ireland

Northern Ireland Commissioner for Children & Young People

Northern Ireland Housing Executive

Northern Ireland Local Government Officers Superannuation Committee

Northern Ireland Museums Council

North South Language Body – Ulster Scots Agency

North South Language Body – Foras Na Gaeilge

Sport NI

Ulster Supported Employment Limited

Advisory Committees

Charity Advisory Committee

Historic Buildings Council

Historic Monuments Council

Ministerial Advisory Group for Architecture and the Built Environment

Other

Discretionary Support Commissioner

Available in alternative formats.



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