



seirbhísí
roinnte fiontraíochta
is fearr le chéile

Annual Update (2016 / 2017)



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Chief Executive's Summary

Achievements and Performance in 2016 / 2017

2016 / 2017 was a year in which ESS continued to deliver excellent services across all fronts. ESS successfully supported the restructuring of NI departments from twelve to nine, all of which signed revised Memoranda of Understanding with us. Finance & HR Shared Services and Digital Shared Services have also onboarded a number of new clients, including the Arts Council, the Youth Justice Agency and the Northern Ireland Office, to further increase our customer base.



Excellence in Transformation

(The Digital Transformation Programme won the top European award for Excellence in Transformation at the Shared Services and Outsourcing Network (SSON) awards 2016. Paul Wickens is shown receiving the award at a ceremony in Dublin from Professor Ian Herbert from Loughborough University)

This year saw the workforce in ESS decrease substantially as a result of the Voluntary Exit Scheme. Whilst reduced staffing levels can impose challenges on an organisation, we saw this as an opportunity to undergo a series of business transformation programmes to enable increased focus on staff, customer and stakeholder engagement.

As a result we are now a more streamlined organisation with a more innovative approach to the way we do business.

In 2016 / 2017 we held a series of staff events which attracted over 550 attendees. These provided an opportunity for staff to come together to share our vision for ESS as a whole, whilst learning about the achievements of each of our business areas. Attendees at the events open to all staff were encouraged to give feedback both on the day and by means of an online survey, which showed that 73% were either satisfied or very satisfied with the event they attended. Staff engagement will be a continuous priority for ESS.

Customers are at the heart of everything we do, and their wants and needs are at forefront when we are developing and reviewing service plans, policies and internal processes. ESS engages with its customers through a range of methods which are regularly reviewed to ensure that they are still effective. This engagement includes regular meetings, forums, workshops and monthly surveys which help us to better understand our customers' needs and preferences. We use customer feedback as a source to inform business improvements



where issues identified are addressed and processes reviewed and improved. We will continue to engage with our customers and develop and further improve our service.

Here are a few highlights of our achievements in 2016 / 2017, by service area:

Properties Division: Surrendered 7 leases, allowing vacation of around 8,000m² of office accommodation, whilst fitting out 11,000m² of office space to Workplace NI standards. We facilitated over 30 events on the Stormont Estate, which was again awarded 'Green Flag' status. Completed major accommodation projects in Adelaide House, Castle Court and Colby House. Progressed the Reform of Property Management programme. Met fire safety, sustainability and environmental objectives.

Finance & HR Shared Services: Handled financial transactions worth £12.6 billion, including 773,000 payments. Paid 93% of supplier invoices within 10 working days, remaining an exemplar in the NI public sector. Departmental satisfaction scorecards once again recorded the highest Account NI satisfaction rates to date. HRConnect performance included 99.9% of SLA targets met, and several new organisations were onboarded including the Youth Justice Agency, the Consumer Council and the Charities Commission. HR Shared Services also supported the introduction of NICS HR.

Centre for Applied Learning: Achieved classroom attendance of over 6,500 and increased e-Learning completions to almost 58,000. Further increased the range of e-Learning resources. Successfully piloted a new Learning Management System. Continued to support Senior Civil Service masterclasses.

Digital Shared Services: IT Assist customer satisfaction levels remained high as they answered 102,000 calls, resolved 69,000 incidents and processed 46,000 service requests. Onboarded Arts Council and Probation Board NI. Migrated all services to new Public Data Centres. The Digital Transformation Service won a number of national IT awards, delivered ten new digitally transformed citizen facing services and completed the delivery of a further eleven projects. Over 23 million visits to the NI Direct website, and a further 3 million new digital transactions completed for government services. Increased followers to social media accounts. NI Direct Contact Centre dealt with over 2 million calls and provided an SMS service.

Public Sector Shared Services: Established Programme Board, chaired by the Head of the NICS, which approved the Strategic Outline Business Case. Engaged with the Minister for Finance and senior staff across the health, education and central government sectors. Established a cross sectoral programme team.

There are many more examples of ESS achievements set out in each business area's own section.

Corporate Social Responsibility

Corporate Social Responsibility, which has the benefit of making positive contributions to our community, the environment, our customers and partners, and to ourselves, is extremely important to ESS.

I am delighted that we are continuing to do our bit for the environment. In line with the DoF Sustainable Development Action Plan, ESS employs a number of measures to reduce energy



consumption. For example, energy usage in the estate managed by Properties Division has reduced by around 5% over the last three years. DSS has played a major role in the development of a shared data centre for the public sector which will dramatically reduce energy usage. DSS has also been working with Departments to introduce multi-functional devices to replace stand alone printers across the NICS, which use approximately 50% less energy than the combined products they replace.

Information Technology is at the heart of every business, and ESS has played a key role in helping people to develop the necessary skills to gain employment in this growing market thorough the ICT Apprenticeship Scheme, student placements and by participating in a wide range of events and initiatives. We have also helped the older generation to develop their IT knowledge and skills though participation in schemes and events such as 'Silver Surfers'.

One aspect of CSR which is voluntarily supported by staff is our charity work. Each year we nominate a charity to support, and in 2016 / 2017 it was Cancer Focus NI, which supports local cancer patients, their families and carers and funds cancer research. We managed to raise over £10,000 for the second year running, money that will be used locally. As usual fundraising efforts were many and varied, including running in the Belfast Marathon Relay, a '10,000 Steps a Day' challenge, coffee mornings, raffle and book sales, Christmas caroling and Jumper Days. Thanks as ever to the ESS Charity Committee for their hard work and dedication, and to everyone who supported this cause. We have now raised over £50,000 for local charities since 2011. The latest nominated charity for 2017 / 2018 is the Northern Ireland Children's Hospice.

Looking Ahead

2016 / 2017 was a year when ESS faced uncertainties outside its control. So far these have continued into 2017 / 2018, and financial uncertainties in particular have had implications for the funding of two of our major programmes, the Reform of Property Management and the Public Sector Shared Services Programme.

Our planned activities for 2017 / 2018 include intention for Properties Division to vacate at least 10,000 square metres of office accommodation, and to deliver a programme of planned and capital schemes. The Reform of Property Management Programme will seek to implement a new fit for purpose Properties Division business model, and among other current projects will continue the implementation of the Pathfinder project in the Lanyon Plaza. Account NI will develop and implement an e-invoicing solution in line with EU Directives, whilst the HRConnect Service Management Team will establish a new platform for the HR Portal. Both Finance and HR Shared Services will explore further options for onboarding new organisations. Digital Shared Services will look to further increase the number of digital services and channels available, driving digital uptake and reducing the use of offline channels, as well as develop a Digital Transformation delivery, support and procurement strategy and a Strategic Outline Business Case post-October 2019. IT Assist will onboard the Northern Ireland Housing Executive, and bring Records NI in house from 1 August 2017. The Public Sector Shared Services Programme will develop an Outline Business Case which will assess options for establishing a new entity, jointly owned by all participating sectors, which will deliver a range of shared services to the NI Public Sector.

Finally, I would like to thank all ESS staff for your contribution to our success in 2016 / 2017. We have faced significant challenges over the past year; that we have been able to overcome these challenges and deliver another record-breaking year is the direct result of your efforts.



Paul Wickens

**Chief Executive
Enterprise Shared Services**



Properties Division

Properties Division is responsible for the provision of Government office accommodation and services, including new and refurbished office accommodation, building maintenance and management, and the Stormont Estate grounds. It also has responsibility for promoting public sector energy efficiency, making Building and Energy Performance Regulations for NI, and managing the NICS Art Collection. As part of the NI Executive approved Asset Management Strategy, the Reform of Property Management (RPM) programme is underway to centralise the management of office accommodation in Properties Division.

Achievements / Performance in 2016 / 2017

Key achievements in 2016 / 2017 included the following:

The Office Estate

- Surrendered 7 leases and vacated approximately 8,000m² of office space whilst fitting out around 11,000m² to Workplace NI standards;
- Completed major accommodation projects – Adelaide House, Castle Court and Colby House;
- Substantially completed a major project at Bruce Street and commenced a major project at Ballykelly;
- Achieved an overall 5% reduction in energy consumption by 31 March 2017 in line with Office Estate Energy Efficiency / Carbon Reduction Plan for 2014 / 2017.

Stormont Estate and Events

- Curated joint NICS and Office of Public Works touring art exhibitions with teachers and pupils from the Central Model School in Dublin;
- Facilitated over 30 events on the Stormont Estate;
- The Estate was awarded the ‘Green Flag’ award for the 3rd year running.

Supplies and Stores

- Decanted and relocated 1,500 staff into new accommodation, including:
 - The Tourist Board NI and Public Health staff from various locations to Linum Chambers;
 - Major fit outs in Great Northern Tower, PPS HQ May Street and various JBOs and SSO locations.
- 300 tonnes of old estate furniture inspected with the majority recycled.

Property Management

- Continued to provide minor works, response and preventative maintenance and energy services to the office estate and a number of public bodies;
- Procured prestige schemes for DARD/DAERA and Stranmillis College;
- Procured electricity with an estimated value of £12.5 million per annum;



- Enhanced our Client portfolio with the Northern and Southern Health & Social Services Trusts, NI Fire & Rescue Service and the South Eastern Regional College;
- Successfully completed a significant programme of Minor Works.

Building Regulations Unit

- Continued to develop proposals for the next planned amendment to The Building Regulations (Northern Ireland) 2012;
- Transposed the requirements of Article 8 of EU Directive 2014/61/EU – the ‘Broadband Directive’ by introducing a new Part M: In-built physical infrastructure for Broadband and a supporting Technical Guidance Booklet, through an amendment to The Building Regulations (Northern Ireland) 2012 (as amended).

Fire Safety

Continued to ensure the safety of staff:

- Excluding General Fire Safety Awareness via e-Learning, provided face-to-face training to 576 Fire Wardens and 457 General Fire Safety Awareness to 457 staff from Arms Length Bodies;
- Premises officers and design teams advised on fire safety;
- Over 470 Fire Risk Assessments conducted and asset protection provided;
- Inspected and reported on 13 Fire Occurrences, 9 Urgent Action Notices and 14 Reports of FS Concern.

RPM

- Estate Rationalisation Strategy endorsed by the NICS Board;
- New draft Government Accommodation Standards (providing a modern agile working environment to support business activities) developed and consultation ongoing with TUS;
- Preparatory work ongoing in Lanyon Plaza as a Pathfinder for the new Central Government Accommodation Standards;
- The Agile discovery phase of the Asset Information Project has established user requirements for Properties Division;
- Lean Six Sigma implemented as Properties Division’s continuous improvement methodology;
- RICS Property management Model adopted as the foundation for improving future practice.

Looking Ahead

Work / challenges in 2017 / 2018 will include the following:

- Vacating at least 10,000m² of office accommodation;
- Delivering a procurement solution to Property Management Contract 2014;
- Addressing an expanding property management client base;



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- Facilitating the Antiques Roadshow on the Stormont estate (29 July);
 - Delivering a programme of Planned and Capital schemes;
 - Working to progress the transfer of Building Regulations functions to the Department for Infrastructure;
 - Appointing suitable construction industry experts to NIBRAC;
 - Further developing the 3rd amendment proposals;
 - Delivering fire safety advisory services across the wider public sector;
 - Extending Fire Safety e-learning to Arms Length Bodies.

Under the RPM Programme the following will be progressed:

- Implementing a fit for purpose Properties Division business model;
- Delivering further service improvement projects;
- Continuing implementation of the Pathfinder project in Lanyon Plaza;
- Continuing the centralisation of the management of the Office Estate;
- Procuring a Property Asset Information Management System;
- Completing a Belfast Consolidation Project Outline Business Case;
- Completing a Stormont Estate Investment Plan Outline Business Case.



Finance & HR Shared Services

Finance Shared Services are provided to some 23,000 staff across NICS Departments, agencies and other public sector bodies through the Account NI solution; the services being delivered by in-house staff working in partnership with an external contractor. **HR Shared Services** comprise payroll, recruitment and other services provided to NICS Departments, agencies and other public sector bodies under the HRConnect contract, which is managed by ESS.

Achievements / Performance in 2016 / 2017 (Finance)

Account NI performance in 2016 / 2017 included the following:

- Value of transactions handled: **£12.6 billion**;
- Payments made: **773,000**, worth **£3.1 billion**;
- Travel & Subsistence claims processed: **60,000**;
- Customer invoices issued: **22,000**;
- Finance reports run: **456,000**.

Key Performance Indicator	Target %	Achieved (March 2017) %
Invoices paid - 30 Calendar days	97	97
Invoices paid - 10 working days	Maximise	93
Travel and Subsistence claims paid - within 8 days	95	100
Bank Reconciliations completed - by T+7	100	100
Helps Calls resolved through first line Service Desk	70	87
Incidents resolved within Service Level Agreement	95	96
Journal requests - within 2.5 days	100	100
General Ledger closed - by T+9	100	100

Key achievements for Account NI in 2016 / 2017 included the following:

- 93% of NICS supplier invoices were paid within 10 working days and 97% within 30 calendar days in March 2016 - performance remains exemplary in the NI public sector;
- The number of payments processed increased from 742,000 to 773,000 this reflects a number of new payment requirements (DAERA and DfC);
- Completed work on implementing the departmental restructuring programme and a number of other departmental re-organisations;



- Departmental satisfaction scorecards recorded the highest levels of satisfaction to date, increasing from 87.5% to 92.5%;
- Extended the managed service contract for a further two years securing a significant reduction in costs (25% in subsequent years);
- Undertook a major business transformation programme incorporating the themes of NICS of the Future and increased staff, customer and stakeholder engagement, and were runner up for a SSON transformation award;
- Completed technical upgrades for Cognos and Real Asset Management (RAM);
- Progressed a number of digital initiatives increasing the level of automation including a new payment request e-form;
- Implemented more streamlined and proportionate governance mechanisms;
- Onboarded the NIO to the Account NI service and a number of organisation to the Non Current Assets, General Ledger and Reporting solutions;
- Statutory compliance including iExpenses policy changes (HMRC compliance) and development of a joint Account NI / HRConnect solution for Intermediaries legislation (IR35);
- Maintained satisfactory audit ratings across all areas. Three audits were received with no recommendations.

Looking Ahead

Work / challenges for Account NI in 2017 / 2018 will include the following:

- Developing and implementing an e-invoicing solution in line with Directive 2014/55/EU on electronic invoicing in public procurement;
- Contributing to the Review of Financial Processes to facilitate implementation of Clear Line of Sight;
- Promoting 'digital first' with further automation enablement and enhancement;
- Providing input to the next generation of shared services (Public Sector Shared Services Programme) in respect of baselines, requirements etc;
- Potential onboarding of more new organisations to Account NI;
- Developing Business Intelligence and delivering reporting excellence;
- Further development of staff, customer and stakeholder engagement.

Achievements / Performance in 2016 / 2017 (HR)

Key achievements included the following:

Service performance

- 99.9% of monthly service targets were met across HRConnect's four service areas (payroll, resourcing, SSC services and ICT);
- 66% of customers who responded to monthly surveys indicated that they were satisfied overall with the services provided;
- 84% of customers indicated that they found staff courteous and professional.



Key achievements

- Completed work on implementing the departmental restructuring programme and a number of other departmental re-organisations;
- Supported the implementation of the final tranche of the NICS Voluntary Exit Scheme;
- Onboarded several new organisations to HRConnect services;
- Ramped up the resourcing service following an embargo, to cater for a renewed level of demand in selection activity, including service-wide promotion boards and increasing demand for new selection tests;
- Implemented an annual change programme which included additional support for absence policy compliance, supporting the new pensions interface, and implementing industrial and non-industrial pay awards;
- Further enhancement and roll out of Business Intelligence;
- Supported the introduction of NICS HR;
- Maintained satisfactory audit ratings across all areas.

Looking Ahead

Work / challenges for HRConnect Service Management in 2017 / 2018 will include the following:

- Completing implementation of the Apprenticeship Levy;
- Potential onboarding of more new organisations to HRConnect services;
- Establishing a new platform for the HRConnect Portal;
- Gradually replacing the current Management Information platform;
- Supporting NICS HR in the further transformation of HR services and implementing change (subject to business case and availability of funding);
- Providing input to the next generation of shared services (Public Sector Shared Services Programme) in respect of baselines, requirements, etc.



Centre for Applied Learning

The **Centre for Applied Learning** (CAL) provides a range of generic training for the NICS.

Achievements / Performance in 2016 / 2017

Key achievements in 2016 / 2017 included the following:

- Achieved classroom attendance of over 6,500 and almost 58,000 e-learning completions;
- Further expanded the range of e-learning and online resources; there are now over 60 e-Learning courses and 24 online resources available. This year has seen a move beyond mandatory compliance training, to more self-directed learning available at the point of need;
- Completed procurement of a new framework contract to allow CAL to continue to avail of external expertise to develop and deliver more specialist training;
- Successfully piloted a new Learning Management System (LMS). A contract has now been awarded to allow CAL to implement this LMS. This will enable CAL's online services to be offered to the wider public sector, and facilitate improvements to the service to NICS in response to customer feedback;
- Developed a range of new classroom products, including Creativity & Innovation, Being Effective, Power, Politics & Policy Workshop, Emerging Senior Leaders (G6/7) and Leading to Achieve Outcomes (G5);
- Continued to support SCS Leadership programmes at G3 and G5 level, in addition to the Masterclass series of one-off events. These leadership events, alongside the new G7 programme, have been designed to support the NICS of the Future programme;
- CAL has also engaged with the NICS HR Project Team, in preparation for the transition to that organisation in April.

Looking Ahead

From April 2017 CAL moved organisationally within the Department of Finance to become an integral part of NICS HR.



Digital Shared Services

Digital Shared Services (DSS) comprises the Digital Transformation Service, which is responsible for driving the NI Digital Transformation programme across the Northern Ireland public sector through www.nidirect.gov.uk; IT Assist, which provides common IT systems and services to over 22,500 customers in NICS Departments, Agencies and over 40 NDPBs; and IT Policy and Strategy.

Achievements / Performance in 2016 / 2017

Key achievements in 2016 / 17 included the following:

IT Assist

IT Assist met its 3 key targets during the year:

- To deliver quality VFM services that meet agreed stakeholder requirements - achieved with no increase in cost of services;
- To support the Executive in the transformation of public services to ensure the most effective use of available resources – added 3 new organisations (280 users) to IT Assist services;
- To support Permanent Secretaries Group in the development of NICS to ensure the most effective use of available resources – with the continuing growth and utilisation of mobile technologies, IT Assist will contribute to the creation of a portal that will link NI Direct services and messaging with social media channels to facilitate improved citizen engagement and interaction, and increase the visibility and use of NI Direct.

During the year, IT Assist continued to meet SLAs and answered 102,000 calls, resolved 69,000 incidents and processed 46,000 Service Requests. Customer satisfaction remained high at 97%. Highlights:

- Provided 18,500 new email accounts, updated network logins and transferred several million HP Records Management files to facilitate Departmental restructuring;
- On boarded Arts Council and Probation Board NI, to time and budget, including a full infrastructure refresh and TUPE transfer-in of staff;
- Designed and developed an Enhanced Security Zone for the Private Cloud Infrastructure to meet the requirements of organisations such as DoJ;
- Upgraded the NICS email system and migrated it into the Private Cloud;
- Migrated all services to the new Public Sector Data Centres from September 2016;
- Extended the NICS corporate wi-fi solution to over 50 sites with 350 access points;
- Visited schools, colleges and universities in IT ambassadorial roles and hosted visits/interns from various student groups in NI and Europe.

Digital Transformation Service

Digital Transformation Programme



- Completed delivery of a further 11 digital transformation projects, including Apply for a Blue Badge, CAFRE Course Booking and Firearms Licensing;
- Continued development of new services, including, Personal Learning Record, 'MyDirect' Portal, 'Social Web', DVA Compliance, LSA Legal Aid, 'Tell Us Once', Secure Messaging and 'Reporting As A Service';
- Built on the Digital Toolkit functionality including 'Invoice IT' and 'Appeal IT';
- Won a number of National IT Awards including the 2016 Shared Services & Outsourcing Network excellence award for Excellence in Transformation and the Techworld 2017 Techies Award for Innovative Project of the Year;
- Processed over 8m digital transactions through the new digital services since April 2014, resulting in an estimated conservative saving of over £39m.

www.nidirect.gov.uk

The Central Editorial Team and Digital Development Services continued to maintain high value nidirect services, including:

- Providing new content on Blue Badge, 'Health Conditions A-Z', Compensation Services, Jobcentre online and Careers Events and providing access to complete online transactions;
- Visits to the main NI Direct website exceeded 23m, and although visits decreased by 18%, a further 3m new digital transactions were completed for government services;
- Followers of the twitter account increased by 9% and Facebook rose by 37%;
- NI Direct posted 1,221 social media messages including signposting campaigns for dementia, welfare changes, 'Stay Well' and 'Scamwise' and promoted new online services such as angling licences and GP Services.

NI Direct Contact Centre

- Dealt with over 2 million calls in the Contact Centre;
- All SLA targets met or exceeded throughout the year;
- Completed stress testing of the flood incident line;
- Customer satisfaction levels remained in the high 90s%;
- Provided additional support for LPS Rating Turn Of Year activities;
- Provided NI Direct SMS service including 254 campaigns and the provision of SMS business continuity and emergency support services to all Departments.

NI Direct Assisted Digital / Digital Inclusion Programme

- Direct impact on 82% of the NI population who now use the internet;
- Delivered bespoke training courses, IT awareness sessions, assisted digital sessions and informational services to over 12,000 people through the 'Go ON NI' initiative;
- Organised 'Go ON NI' programmes including Northern Trust Carers Pilot, PSNI Firearms Licensing, 'Fix IT' Surgeries and Superconnected Community Hub sessions in partnership with Belfast City Council, the ConnectAbility programme, and Action on Hearing Loss.

Digital Development



A number of new systems were developed and implemented, including systems for contracts and awards applications. In addition:

- Consolidated 23 intranet sites to the NICS intranet, developed the NI Audit Office, NICS HR and NICS Awards microsites and added new functionality to facilitate the addition of global content and news articles;
- Consolidated content from the previous 12 Departmental internet sites to 9 new sites and created new internet sites for the Utility Regulator, FICT Commission, NISRA, NI Audit Office and the RHI inquiry.

Government Advertising Unit

Work of the Government Advertising Unit included:

- Co-ordinating the Executive Advertising Programme across Departments and secured agreement from the Executive for a budget of under £12 million for 2016 / 17 for the 9 new Departments;
- Developing and established a new Campaign Advertising Framework and Protocol in October 2016, for which 9 advertising agencies have now been appointed.

IS Personnel

Highlights for IS Personnel included:

- Working with DfE and Belfast Met to deliver the 5th year of the joint public/private sector ICT apprenticeship recruitment programme;
- Delivered a NI Executive ICT student recruitment programme;
- Rolled out the pilot Higher Level Apprenticeship ICT programme;
- Delivered 17 professional & technical courses to 191 staff which equates to 666 training days at an average staff cost of £737 per course.

IT Policy & Strategy

- Published 200 datasets on the open data portal;
- Established a team to ensure the implementation of GDPR (General Data Protection Regulation) across the NICS;
- Commenced a project to manage digital images, video and voice held by the NICS.

Looking Ahead

Work / challenges in 2017 / 2018 will include the following:

- Achieving, during a period of economic uncertainty, a further increase in the number of digital services and channels available, driving digital uptake and reducing the use of offline channels;
- Developing a Digital Transformation delivery, support and procurement strategy and a Strategic Outline Business Case post-October 2019;
- Developing a number of new intranet and internet sites and new internal online services;



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- Campaigning through nidirect to support the introduction of Universal Credit and providing associated digital inclusion / assisted digital support;
 - Increase SMS usage by 1%;
 - Onboarding of NIHE, with 4,000 staff, into Shared Services;
 - Further developing the Private Cloud, to include SaaS and PaaS;
 - Bringing Records NI in-house from 1 August 2017;
 - Upgrading Records NI to Content Manager v9.x;
 - Completing rollout of the Managed Print Service;
 - Infrastructure refresh of technical components;
 - Reviewing Standard Costs and the Charging Model for all IT Assist services;
 - Implementing the recommendations from the review of Retained ICT;
 - Developing as a centre of excellence for advice and guidance to ensure a consistent approach to information assurance and management, IT security and risk management.



Public Sector Shared Services

The **Public Sector Shared Services Programme** (PSSSP) is tasked with developing the next generation of shared services for the NI public sector.

Achievements / Performance in 2016 / 2017

Key achievements in 2016 / 2017 included the following:

- Established the Public Sector Shared Services Programme Board, chaired by HOCS;
- Gained PSSSP Board approval of the Strategic Outline Case;
- Engaged with the DoF Minister and senior staff across health, education and central government sectors;
- Established a cross sectoral programme team;
- Initiated engagement with TUS;
- Conducted a Research Questionnaire Exercise to explore options available for the PSSSP Outline Business Case;
- Conducted research into a number of existing shared services elsewhere;
- Established a Customer Advisory Group.

Looking Ahead

Work / challenges in 2017 / 2018 will include developing an Outline Business Case assessing options for establishing a single entity jointly owned by participating sectors to deliver a range of shared services to the NI public sector. Key tasks in developing the Outline Business Case will be:

- Completion of baselining exercise;
- Establishing Technical Advisory Groups;
- Establishing a Strategic Advisory Group;
- Defining the precise scope of services for inclusion;
- Developing options for the delivery of next generation shared services;
- Constructing a high level transformation roadmap;
- Agreeing a terms of reference for TUS engagement;
- Engaging further with key stakeholders and public sector organisations to raise awareness of and support for the programme.



Business Support Division

Business Support Division (BSD) is responsible for a wide range of ESS corporate functions and taking forward corporate initiatives.

Achievements / Performance in 2016 / 2017

Key achievements in 2016 / 2017 included the following:

- Delivered effective corporate governance arrangements, including support to the ESS Audit & Risk Committee and ESS Executive Board, review of the ESS Corporate Governance Framework, and revised Memorandum of Understanding with restructured departments;
- Delivered the ESS Corporate Communications action plan, including the delivery of all staff engagement events;
- Co-ordination of ESS business planning, including development of the corporate scorecard and associated desk aid/posters for staff;
- Compiled the findings of the ESS Benchmarking Report and reported them to the ESS Executive Board;
- Delivered the ESS Information Assurance (IA) work programme, including the annual ESS branch and third party compliance exercises;
- Implemented new procedures in conjunction with ESS business areas to take over the handling of FOI requests from BSD, to ensure all legislative targets were met;
- Reviewed and updated the ESS IA Paper to reflect all necessary current and future governance requirements for ESS, and achieved clarification for the role and responsibilities of the ESS Shared Service SIRO;
- Advised and provided guidance to ESS staff on numerous IA issues throughout the year, ensuring data incidents were addressed promptly and processed in accordance with Departmental Policies and the Data Protection Act 1998;
- Promoted data protection/IA throughout all business areas to help ensure ESS compliance with appropriate Departmental policies and legislative/statutory requirements;
- Managed premises and security issues in Goodwood House and Craigantlet Buildings and implemented significant accommodation moves for NICS HR to Goodwood House and within Goodwood House itself;
- Developed a corporate approach to customer surveys across ESS, including monthly surveys of recent service users, and produced an annual Corporate Executive Report;
- Maintained / established Whitley arrangements with TUS in ESS controlled buildings;
- Completed the development of the ESS Service Catalogue;
- Developed, maintained and tested the ESS Integrated Response Plan;
- Produced an ESS Corporate Social Responsibility Report.

Looking Ahead

Work / challenges in 2017 / 2018 will include the following:

- Providing effective IA support to the ESS Chief Executive as the Shared Service SIRO, in light of forthcoming IA changes such as EU General Data Protection Regulation (GDPR);



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- Advising all ESS business areas of the EU GDPR requirements, and working closely with NICS Departments and ESS Executive Board/IAOs to introduce the relevant Data Protection changes/updates to ESS processes over the coming year;
 - Implementing the new ESS IA Governance structure to ensure a high level of IA governance is maintained on the introduction of new GDPR requirements;
 - Initiating a review of the Departmental Retention and Disposal Schedule with IAOs, and provide guidance and support on good practice record management procedures prior to the proposed disposal of 2006 / 2007 HPRM records in December 2017;
 - Maintaining effective and fit for purpose ESS governance arrangements;
 - Developing ESS staff engagement activities to ensure key issues are communicated and effective management of communications channels eg Staff Briefs and Intranet;
 - Taking forward corporate business planning activities;
 - Ensuring all mandatory ESS returns are completed, eg. the Stewardship Statement;
 - Developing and testing the ESS Integrated Response Plan;
 - Developing ESS Customer Survey feedback channels;
 - Reviewing and updating the ESS Service Catalogue;
 - Managing internal staff moves to accommodate Properties Division move to Goodwood House;
 - Developing and completing a survey of Stormont Estate visitors on behalf of SEMU.



Balanced Scorecard

ESS made excellent progress against its balanced scorecard during 2016 / 2017, with the vast majority (over 94%) of targets achieved. The three exceptions mainly reflected issues outside ESS control, for example the commencement of procurement for the NI Public Sector Shared Services Programme and the delivery of the Reform of Property Management Plan. Below are the key objectives in each of the 4 quadrants, with commentary on progress in each:

Results
<p>R1: To assist NICS increase efficiencies through the deployment of shared services. <i>Comments: All KPIs achieved, including prompt payment.</i></p> <p>R2: To support the Executive in the transformation of public services to enable the most effective use of available resources. <i>Comments: Reduced size of Departmental office accommodation; over 10,500 square metres of office space fitted out to Workplace NI standards; Business case for a Public Sector Network completed, and procurement initiated; New Public Sector Data Centres operational; Further 11 transactional services available online.</i></p>
Customers
<p>C1: To maximise customer experience. <i>Comments: Customer Survey Activity Report issued to ESS Executive Board.</i></p> <p>C2: Work with public sector organisations to maximise opportunities from mandate for shared services. <i>Comments: Arts Council, Probation Board NI, NIO, Sport NI, Maze Long Kesh, Youth Justice Agency, Consumer Council and Charities Commission on boarded.</i></p>
Internal Processes
<p>IP1: To manage 2016 - 2017 resources available to ESS efficiently and effectively. <i>Comments: ESS resource and capital expenditure remained within departmental financial performance targets (subject to audit).</i></p> <p>IP2: To contribute to the financial planning process for Budget 2017 / 20. <i>Comments: Contributed to financial planning process.</i></p> <p>IP3: To ensure governance arrangements deliver customer and stakeholder focused shared services. <i>Comments: Revised memoranda of understanding agreed with all NICS Departments and associated public bodies; Satisfactory opinions on stewardship statements reported at ESS Audit and Risk Committee.</i></p> <p>IP4: To seek to transform, be innovative and continuously improve the way we do business. <i>Comments: Significant business transformation programmes undertaken across ESS; Public Sector Shared Services Programme Board established.</i></p>
Organisation & People
<p>OP1: To develop and maintain a strategic capacity and capability to deliver essential services. <i>Comments: Absence management results superior to Departmental average; ongoing promotion and delivery of WELL Programme, with staff participation in a range of activities.</i></p> <p>OP2: To ensure ESS is a good place to work. <i>Comments: Three staff events held during year; Strong support for ESS nominated charity; Effective engagement with TUS through implementation of agreed Whitley arrangements.</i></p>