

**FROM THE PERMANENT SECRETARY
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John Dallat MLA
Deputy Chairperson
Public Accounts Committee
Room 371
Parliament Buildings
Ballymiscaw
BELFAST
BT4 3XX

29 February 2016

Dear Mr Dallat

**PUBLIC ACCOUNTS COMMITTEE EVIDENCE SESSION ON INVEST TO SAVE
FUNDING**

Thank you for your correspondence dated 19th February 2016 seeking additional information on the projects subject to DFP evaluation and the projects underpinning the cross-cutting reform programme.

The details of these areas are attached in Appendix 1.

Yours sincerely



DAVID STERLING

PAC Question:

Reference was made to 7 schemes that are to be evaluated, 3 of which have been completed. Can you provide details of the schemes which have been evaluated as well as the other 4 schemes and when these are due to be evaluated;

DFP Response:

Business Cases

DFP requires the principles of economic appraisal to be applied, with appropriate and proportionate effort, to all decisions and proposals for spending or saving public money (NIGEAE 1.2.1). This includes Invest to Save schemes.

Of the 31 Invest to Save Scheme projects seven required DFP business case approval because they were above delegated limits. Those seven schemes were:

- DCAL - City of Culture
- DARD - Land Parcel Improvement System
- DARD – Northern Ireland Food, Animal Information Service & System
- DFP - Land & Property Services - Rating
- DFP – NI Direct
- DHSSPS – Transforming Your Care

All received DFP approval. In addition, the DEL Assured Skills pilot was reviewed by DFP as part of their test drill procedure.

Post Project Evaluations

Of these seven schemes, Post Project Evaluations have been completed and agreed by DFP on three:

- DCAL - City of Culture
- DARD - LPIS and
- DFP – LPS

Three are not yet due:

- DARD – NIFAISS (Due in 2021)
- DHSSPS - TYC (Due in 2017)
- DFP - NI Direct (Due in 2017)

The DE Education and Skills Authority PPE was replaced by the new Education Authority arrangements. The PPE for the new Education Authority is due in 2018. DFP has asked to see any interim audits or evaluations carried out on the new authority.

Other Projects

The remaining twenty-four projects were within departmental delegated limits and therefore were not required to be seen by DFP at either business case or evaluation stage.

PAC Question:

You indicated that you have a cross-cutting reform programme with 30 separate projects designed to promote better interdepartmental working and better delivery of services to the citizen. Can you please provide a listing of these projects?

DFP Response:

The Executive Paper on the Cross-Cutting Reform Programme that was endorsed on the 25th November 2015, listed 30 proposed cross-cutting reform projects. A summary of these projects is set out in the table below as requested. Please note however the cross-cutting reform programme is a live Programme, with amendments being agreed quarterly by the NICS board.

CROSS-CUTTING REFORM PROGRAMME SUMMARY OF PROJECTS

Cross-Cutting Themes	Summary Reform Opportunity Title
1. Consolidation of services across the NICS	Public Sector Shared Services Programme
	Centralise retained HR to a HR Centre of Excellence for NICS
	Further consolidation of Finance and Accounting
	Further consolidation of ICT services
2. NICS interaction with Citizen	Equip the citizen with the facility to contact NICS to report, book, find, pay or request services e.g. "tell us once"
	Expand online services for the citizen
	Greater use of nudge / behavioural insights techniques to reduce costs
	Expand use of social media in government to facilitate channel shift
3. Better utilisation of resources	Expansion of the Asset Management Strategy for sharing estate to include: i) Consolidation of depots ii) Consolidation of warehousing iii) Consolidation of accommodation to provide central hubs for citizen access
	Office space optimisation-using agile working to support reduction in required space
	Greater use of collaborative procurement
	Standard specification of common products for office fittings
	Introduce appropriate methodologies for reviewing services to deliver more effective and efficient processes and reduce costs
	Review Terms & Conditions of Service
	Align core hours with citizen demand and reduce allowance costs
	Appropriate use of Alternative Delivery Models for cross- cutting services
	Consolidation of Transport Services
4. More effective use of technology	Greater use of technology to reduce cash handling
	Greater use of technology to reduce paper
	Greater use of mobile technology to reduce costs
	Accelerate an expansion of a blended approach to training including e-learning
	Introduction of Smart buildings - Utilisation of technology to reduce costs
	Effective data storage through the use of public data centres and Cloud computing
	Greater use of data analytics to improve service delivery and outcomes
5. Proportionate governance	Improved contract management and contract commissioning skills across the NICS including consolidation of Procurement and Contract Management for key suppliers to government
	Increase spans of control and reduce hierarchies
	Reducing costs of purchasing by adopting best practice payment processes
	Review to reduce / consolidated the number of COPEs
6. Management & generation of revenue streams	Centralise management of NICS debt book (non-voluntary compliance element), providing a single view of Citizen debt
	Exploit opportunities to further maximise the potential for revenue generation