

Department of Enterprise Trade and Investment Efficiency Technical Notes

Introduction

The Chancellor's Budget speech in Spring 2003 announced a cross-cutting review of efficiency in the public sector to identify the scope for efficiencies in public spending that would release resources to priority frontline services. In his 2004 Budget, the Chancellor announced that the Government would set targets to achieve cumulative efficiency gains of 2.5% per year over the Spending Review 2004 period, of which at least half would be resource releasing. The Secretary of State decided that parallel reform and efficiency programmes should apply to the public sector in Northern Ireland.

Agreed efficiency target

It was announced in Priorities and Budget 2005-08 that DETI will realise total annual efficiencies of at least £43.2m by 2007-08, of which at least £21.6m will release resources to be reinvested in front-line activities across Northern Ireland Departments.

Implementation Plan

As part of this programme of efficiencies, the Department plans to:

- accrue additional receipts in the areas of grant clawback, loan/share repayments and the sale of property assets in Invest NI;
- make improvements to corporate support services and procurement;
- absorb increased workloads at no additional cost across DETI and its NDPBs; and
- produce further productivity gains across DETI and its NDPBs.

Efficiency Technical Notes (ETNs)

The Government wishes to ensure that the efficiency gains it has published in its forward spending plans are monitored and delivered. This has been through the preparation of the attached Efficiency Technical Note (ETN), which provides specific and quantified information on the actions DETI will take over the next three years to ensure delivery of the efficiency gains published in Priorities and Budget 2005-08.

Tables A and B below summarise the resource and non-resource releasing efficiency savings by workstream. Tables C and D summarise the resource and non-resource releasing efficiency savings by core department and non-departmental public body.

SUMMARY OF RESOURCE RELEASING EFFICIENCY GAINS (Table A)

Workstream	2005/06 Staff Changes	2006/07 Staff Changes	2007/08 Staff Changes	Total Staff Changes	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)
Procurement	0	0	0	0	2216	4758	5616	12590
Corporate services	0	0	0	0	69	182	298	549
Productive Time	8	17	29	54	622	1252	4152	6026
Other	0	0	0	0	768	775	882	2425
Totals	8	17	29	54	3675	6967	10948	21590

SUMMARY OF NON-RESOURCE RELEASING EFFICIENCY GAINS (Table B)

Workstream	2005/06 Staff Changes	2006/07 Staff Changes	2007/08 Staff Changes	Total Staff Changes	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)
Procurement	0	0	0	0	122	244	366	732
Corporate services	0	0	0	0	0	200	200	400
Transactional Services	0	0	0	0	51	67	68	186
Productive Time	0	0	0	0	4243	6774	7895	18912
Other	0	0	0	0	120	112	1129	1361
Totals	0	0	0	0	4536	7397	9658	21591

SUMMARY OF RESOURCE RELEASING EFFICIENCY GAINS BY BUSINESS (Table C)

Business	2005/06 Staff Changes	2006/07 Staff Changes	2007/08 Staff Changes	Total Staff Changes	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)
Core	8	14	25	47	1542	2345	5655	9542
Invest NI	0	0	0	0	1900	4100	4637	10637
NITB	0	0	0	0	212	462	567	1241
HSENI	0	3	4	7	7	14	21	42
GCCNI	0	0	0	0	14	46	68	128
Totals	8	17	29	54	3675	6967	10948	21590

SUMMARY OF NON-RESOURCE RELEASING EFFICIENCY GAINS BY BUSINESS (Table D)

Business	2005/06 Staff Changes	2006/07 Staff Changes	2007/08 Staff Changes	Total Staff Changes	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)
Core	0	0	0	0	366	529	722	1617
Invest NI	0	0	0	0	2672	3917	5881	12470
NITB	0	0	0	0	128	254	355	737
HSENI	0	0	0	0	1362	2689	2691	6742
GCCNI	0	0	0	0	8	8	9	25
Totals	0	0	0	0	4536	7397	9658	21591

RESOURCE RELEASING EFFICIENCY PLANS 2005-08

EUROPEAN PROGRAMMES EFFICIENCY PLANS 2005-08

Workstream	Procurement	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	European Programmes provide funding for a business start up Programme operated in conjunction with all 26 District Councils. Efficiencies will be produced by reducing the amount of consultancy advice and by revising the grant support procedures to potential start up businesses.					
Target – savings	To achieve savings of £214k, £429k and £643k	214	429	643	1286	
Changes in Headcount (if applicable)						
Resource Releasing?	Yes					
Type	Less input for same or better outputs					
Quantity Measures	Projected savings £71.33 per case in year 1 Projected savings £132 per case in year 2 Projected savings £183.7 per case in year 3					
Quality Measures	Customer satisfaction surveys. The Scheme which has been accredited the SFEDI Charter Mark is reviewed annually					
Baselines	2500 Start Up Businesses in 2004/5. Targets are: 2005/6 3000 New Businesses created; 2006/7 3250 New Businesses created; 2007/8 3500 New Businesses created.					
Monitoring Arrangements	Regular Bi Monthly Meetings with progress reports prepared by the Delivery Agent					
Validation	Independent Real Time Evaluation looking at the following areas: Survival Rate Market Orientation and Supply Financial Performance Employment Characteristics Job Creation and Programme Performance					
Data Sources	Progress reports prepared by the Programme Manager					
Timeframes	2005-2008					

TOURISM, AGENCY LIAISON & EQUALITY DIVISION – EFFICIENCY PLANS 2005-08

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	TELLUS (formerly RESNI). Efficiencies made in revising and reworking processes in geochemistry sampling density, revising and reworking consultancy services, revising and reworking outreach activities. Project will be delivered in 3 years instead of 4.					
Target - savings	To achieve efficiency savings of 2,322 in 2007-08.	42	110	2,322	2,474	These reductions will offer increased efficiency in the project and will result in same quality services and output such as making available high-quality data for the basis of land-use and planning decisions.
Changes in Headcount (if applicable)	None					
Resource Releasing	Yes.					
Type	Less input, same output					
Quantity Measure	Data from the survey will be added to existing data enabling decisions on aspects of Northern Ireland's future; Patterns resulting from future environmental change.					
Quality Measure	Evidence of increasing awareness in service delivery resulting in increased customer satisfaction. Data will provide baselines against which to measure future environmental change. Compliance with quality assurance procedures.					
Baseline	2004/05 existing data on the environment for establishing trends and environmental and landscape changes.					
Monitoring	Internal management systems.					

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
	Similar surveys in other countries.					
Validation	Reports, maps and computer images produced by GSNI.					
Data Sources	Data supplied by the GSNI Information Service and Data Management System.					
Timeframe	2005/06 TO 2007/08					

TELECOMMS POLICY UNIT – BROADBAND – EFFICIENCY PLANS 2005/06 to 2007/08

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Broadband Fund. To make efficiencies in the media content sector support for programmes under the Flagship Initiative. The efficiencies will be made by creating innovation and advanced design in the use of Broadband by developing and implementing e-government, e-tourism and e learning.					
Target - savings	To achieve efficiency savings of 760k in 2005-06, 2006-07 and 2007-08.	760	760	760	2,280	These reductions will offer increased efficiency in the project and will result in same quality services and output such as making available high-quality broadband networks.
Changes in Headcount (if applicable)	None					
Resource Releasing	Yes.					
Type	Less input, same output					
Quantity Measure	Budgets have been reduced by declared savings; Monitoring that revised budgets are not exceeded.					
Quality Measure	Increasing awareness in service delivery resulting in increased customer satisfaction from the tourist sector. Feedback/customer reports from University of Ulster officials, students and users.					
Baseline	2004/05 existing data on learning, government and tourism sectors.					
Monitoring	Project Management Steering Group. Equipment Reports. Status Reports.					
Validation	Yearly financial outturn is within revised budgets					
Data Sources	In-house RAMIS Oracle financials system					

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Timeframe	2005/06 to 2007/08.					

GENERIC EFFICIENCY PLANS (VARIOUS WORKSTREAMS) 2005-08

Workstream	Workstreams: 1. Procurement 2. Corporate Services 3. Productive Time 4. Productive Time 5. Other 6. Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	1. Procure capital goods at a price that demonstrates value for money. 2. Reduction in the Energy Demonstration Scheme (EDS) to highlight awareness of other methods of raising awareness in renewable energy. 3. Department's budget for Economic Research will be reorganised and reprioritised to ensure better resource consumption. 4. To fill departmental vacancies by reducing the number of staff seconded to outside organisations. 5. To reduce marketing spend by developing a service providing free and relevant consumer information and advice. 6. To make a policy decision to approve and manage higher quality Broadband projects which will have a higher impact on outcomes and results.					
Target – savings	Savings generated through changing technologies, development of business systems, through better resource consumption, through aiming to return current staff on secondment to departmental posts after the skills and expertise of these seconded staff have been passed on to the organisations, by reducing marketing expenditure and by directing more focused support for Broadband programmes to develop the media content sector.	94	158	337	589	
Changes in Headcount (if applicable)	None					

Workstream	Workstreams: 1. Procurement 2. Corporate Services 3. Productive Time 4. Productive Time 5. Other 6. Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Resource Releasing?	Yes					
Type	Less inputs, same or better outputs.					
Quantity Measures	Quantity measures include: Cost of systems as they become more efficient, costs of providing same levels of service with reduced budgets, numbers of staff no longer being seconded, call volumes to Consumerline through more effective marketing, numbers of Broadband projects supported.					
Quality Measures	Quality measures include: Improvements in service delivery and system performance, increased contract use, compliance with defined quality assurance procedures, reducing carbon emissions by at least 12% by 2012, numbers of complaints to Consumerline, improving quality in Broadband projects by awarding marks.					
Baselines	1. Procurement financial information 2004/05 2. Financial budget for 04/05 – £961k 3. Financial budget for 04/05 – £132k 4. Financial budget for 04/05 – £211k 5. Financial expr for 04/05 - £50k 6. Numbers of projects supported in 2006/07.					
Monitoring Arrangements	Monitoring arrangements include: Use of PRINCE2 Project Management, internal financial systems, gateway review, internal monthly monitoring of expr. & monthly monitoring of Consumerline calls, review of operating plans,					
Validation	By Finance Branch, NIAER/ERINI monitoring, by senior management and Internal Audit.					
Data Sources	Internal Financial Management systems, Consumerline network					
Timeframes	2005/06 to 2007/08					

DETI ADMIN EFFICIENCY PLAN 2005-08

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	DETI's budget for administration will roll forward across the budget 2004 period based on 2005-06 levels and without uplifts for pay and cost of living increases.					
Target – savings	To absorb pay increases within existing budgets through a reduction in staff numbers throughout DETI.	0	468	1,427	1,895	
Changes in Headcount (if applicable)	Changes based on staff numbers for 2004-05	-8	-17	-29	-54	
Resource Releasing?	Yes					
Type	Reduction in staff numbers					
Quantity Measures	Admin budget is flat-lined across forward years and monitored to see that budget is not exceeded.					
Quality Measures	Corporate Plan objectives are met; Feedback from customers					
Baselines	2005-06 Administrative Budgets flat-lined across 2006-07 and 2007-08					
Monitoring Arrangements	Monthly and quarterly internal financial reports; Monthly profiling of expenditure; Monthly expenditure reports issued to DFP; Monthly reports on staff numbers from HRMS.					
Validation	Yearly outturn compared with budgets; Target for reduction in staff met; Internal Audit reports.					
Data Sources	RAMIS Oracle Financials System reports; HRMS system.					
Timeframes	2005-06 to 2007-08					

GENERIC (PRODUCTIVE TIME) EFFICIENCY PLANS 2005-08

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activities	Reduced expenditure through placing more reliance on in-house expertise. Areas covered by ETN include telecoms policy (marketing and consultancy), restructuring and re-prioritising remedial works on abandoned mines, delivery of the equality agenda, policy evaluation, production of Government Accounts, Company Law/Credit Union Review.					
Target – savings	Restructuring and less reliance on consultancy to achieve stated efficiency savings.	432	420	166	1,018	
Changes in Headcount	None					
Resource Releasing?	Yes					
Type	Reduce consultancy costs in the above areas from 2004-05 levels.					
Quantity Measures	Budgets have been reduced by declared savings; Monitoring that revised budgets are not exceeded; Annual consultancy returns to DFP.					
Quality Measures	Customer satisfaction surveys; Monitoring the delivery of branch objectives; Objectives in terms of reference are met.					
Baselines	Outturn figures for 2004-05					
Monitoring Arrangements	Monthly expenditure reports to DFP; Internal financial systems including monthly monitoring and profiling of expenditure exercises to ensure spend remains within revised budget allocations.					
Validation	Yearly financial outturn is within revised budgets; Associated branch plan objectives are met; Internal audit.					
Data Sources	In-house RAMIS Oracle financials system					
Timeframes	2005-06 to 2007-08					

DEPARTMENT OF ENTERPRISE TRADE AND INVESTMENT EFFICIENCY PLANS

NON RESOURCE RELEASING EFFICIENCY PLANS 2005-08

FINANCE DIVISION - ACCOUNTS BRANCH – EFFICIENCY PLANS 2005/06 to 2007/08

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Unwinding of discount in relation to provision for LEDU Pension. Immediate payment of liability now in relation to LEDU Pension Scheme would produce savings of 120k, 112k and 104k.					
Target - savings	To achieve savings of 120k, 112k and 104k.					
	Provision-LEDU Pensions-Additions to Provision	120	112	104	336	
Resource Releasing	No					
Type	The Department can maintain its obligation to the members of the LEDU Pension Scheme by meeting the deficit at current prices rather than paying by instalments over a fifteen year period.					
Quality Measure	Recognition that immediate payment of LEDU liability will produce savings in later years.					
Baseline	LEDU Pensions unwinding of discount 2004/05 Budget - 128k.					
Monitoring	Early payment of the deficit on the LEDU Pension Scheme will eliminate the need for an annual charge for unwinding of discount. If the deficit is cleared now, measurement will be unnecessary.					
Validation	Validated by Note 19 2003/04 Resource Accounts.					
Data Sources	Data supplied by Oracle Financials IT System.					
Timeframe	2005/06 to 2007/08					

GENERIC (PRODUCTIVE TIME) EFFICIENCY PLANS 2005-08

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activities	<p>Productive time efficiencies will be produced across the department by a range of measures including the following:</p> <p>The Business Improvement Team will implement an efficiency review to examine all aspects of the organisation and deliver non-cash releasing savings by process improvements, avoidance of duplication, clearer roles and responsibilities, proper grading of work and reductions in cycle times;</p> <p>The provision of on-line forms by means of the Intranet/Internet will automate information collection and processing work enabling staff to direct more time with customer facing activities;</p> <p>The restructuring of the Official Receiver Unit of the Insolvency Service as part of an on-going Change Management Project;</p> <p>Consumer Affairs Branch will undertake additional enforcement work which will be absorbed by existing staff as trainee inspectors qualify and become more proficient in their duties;</p> <p>An increase in the use of video and voice conferencing facilities will reduce staff travelling time.</p>					
Target – savings	To achieve stated efficiency savings.	153	269	433	855	
Changes in Headcount (if applicable)	None					
Resource Releasing?	No					
Type	Increased productivity, same inputs.					
Quantity Measures	Decrease in unit cost of delivering services; Increase in throughput.					
Quality Measures	Sustained/improved service delivery verified by Benchmarking and customer satisfaction surveys.					
Baselines	Financial information relating to 2004-05.					
Monitoring Arrangements	Business Improvement Team reviews; In-house audits;					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
	Quarterly reviews of performance against Modernisation Project Benefits Management Plan (Insolvency Service); Quarterly review by in-house Quality Review Team (Insolvency Service); Electronic Document Record Management reports.					
Validation	Follow-up Benefit Realisation review by Business Improvement Team; Validation by senior management; Internal Audit;					
Data Sources	Internal financial monitoring and financial systems; Benefits Management Plan for Insolvency Service, Feedback from NIAO and Internal Audit.					
Timeframes	2005-06 to 2007-08					

GENERIC EFFICIENCY PLANS (VARIOUS WORKSTREAMS) 2005-08

Workstream	1. Procurement 2. Transactional Services 3. Transactional Services 4. Productive Time 5. Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	1. Renewable Energy – promotional activities in raising public awareness. 2. To ensure all Harland & Wolff settled claims and costs are paid in a timely manner. 3. Using EFT to replace existing cheque based process for the Insolvency Account; automating fees calculations for Insolvency Account transactions; re-channelling user calls through CRM facility. 4. Increase physical monitoring visits on three European programmes. 5. Reduce absence rates by 0.1% per annum.					
Target – savings	Savings generated through establishing a not-for-profit company (Action Renewables) instead of establishing the activity in-house; through better efficient use of Oracle Financials technology to automate manual jobs; through improving workflow and case management to meet the increasing number of new cases. In addition, the re-structuring of teams takes into account the need to meet the requirements of new legislation; by re-organising the desk vouching procedures and carrying out spot checks in European Programmes; by increasing workrate productivity by more efficient use of HR systems and management of attendance.	92	147	186	425	
Changes in Headcount (if applicable)	None					
Resource Releasing?	No					
Type	Increased input from staff while maintaining existing budget levels.					
Quantity Measures	Quantity measures include: Identifying savings of using new method against old method; time spent by staff processing claims and cheques and conducting checking activities; time spent by staff handling user requests for information; reviewing targets of physical monitoring visits; reviewing annual figures of absenteeism rates					

Workstream	1. Procurement 2. Transactional Services 3. Transactional Services 4. Productive Time 5. Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Quality Measures	Increased customer satisfaction; scrutiny of claims to ensure that complex issues have been covered; improvements in turnaround time; customer satisfaction surveys/feedback; staff satisfaction surveys; accuracy of calculations and reconciliations; use of checklists and templates for completion of monitoring visits with feedback provided to the Implementing Body; increased absence preventative measures providing better quality of healthcare; analysis of customer complaints/phone calls.					
Baselines	1. Financial budget for 04/05 – 961k 2. 2004-05 figures for processing times and error rates. 3. 3 day turnaround in cheque processing; 30 minutes input per fee calculation; numbers of calls processed across professional grades 4. Numbers of physical monitoring visits in 2004-05 5. 2004-05 absenteeism figures.					
Monitoring Arrangements	Internal financial and HR management systems; review by Internal Audit;					
Validation	Validation includes: Reviewing performance against Modernisation Project benefits management Plan; Post-Project Evaluation and lessons learned; gateway review process; internal audit review; through Finance Branch monitoring; Article 10 checks by Internal Audit;					
Data Sources	In-house Oracle Financials and IT systems, Action Renewables statistics, banking system records, insolvency estate records, BDS source data on caller volumes, in-house user surveys, EU Central Database					
Timeframes	2005/06 to 2007/08					

NON DEPARTMENTAL PUBLIC BODIES EFFICIENCY PLANS

INVEST NORTHERN IRELAND EFFICIENCY PLANS 2005-08

Workstream	Procurement	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Identify cost savings through enhanced procurement practices. It is the intention of Invest NI to increase the involvement of Central Procurement Directorate (CPD) in procuring goods/ services in these areas, to improve the efficiency of the procurement process. In addition it is planned to provide training to raise awareness of best practice in the procurement function.					
Target - savings	IT Projects, PSU construction, Facilities Management. It is anticipated that the total savings will be split as follows: - PSU £737k, FM £150k, IT £100k	£0	£350	£637	£987	
Resource Releasing	Yes.					
Type	Reduced prices and/or better quality outputs.					
Quantity Measure	Measurement of cost savings against the 2004/5 budget allocations for IT, PSU and Facilities Management.					
Quality Measure	Measurement of the quality of increased procurement activities through:- - Post project review. - Re-tendering of existing contracts. - Internal customer satisfaction survey.					
Baseline	Financial information on procurement values, and on the number of contracts for 2004/05.					
Monitoring	Monthly management reports generated from the Invest NI financial system, and on contract information provided by CPD					
Validation	Internal Audit review.					
Data Sources	Figures supplied by Finance Division CPD contract information.					

Workstream	Procurement	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Timeframe	2006/07 to 2007/08					

Workstream	Procurement	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Cash savings identified arising from the consolidation of three Invest NI locations into a single site HQ.					
Target - savings	Cost savings from a reduction in Facilities Management staff as a result of the following FM services being undertaken by the New HQ contractor: - <ul style="list-style-type: none"> - Reception - Post - Messenger services - Furniture Movement - Energy & Utilities - Grounds Maintenance - Cleaning - Storage & File Retrieval - Management - Building Fabric & Services Maintenance <ul style="list-style-type: none"> - Pest Control - Waste Management - Catering - Security Monitoring - FM Helpdesk - Reprographics - IT Network Services - Emergency 	£290	£752	£778	£1,820	
Resource Releasing	Yes.					
Type	Efficiencies arising from the elimination of duplications in support services, and improvements through process re-engineering.					
Quantity Measure	Measurement of staff costs saved.					
Quality Measure	Measurement of the quality of FM services provided by the Contractor through:- <ul style="list-style-type: none"> - Continual review of FM services. - Internal customer satisfaction survey. 					
Baseline	Financial information on reduction in 58 Facilities Management posts from October 2005.					
Monitoring	Monthly management reports generated from the Invest NI financial system, and annual financial statements.					
Validation	NIAO audit of annual financial statements.					
Data Sources	Figures supplied by Finance and HR Divisions.					
Timeframe	2005/06 to 2007/08					

Workstream	Procurement	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Savings have been identified through the forecast of additional accruing resources (capital receipts) over and above the Invest NI allocated receipts budget.					
Target - savings	The anticipated receipts will be in the areas of grant clawback, principal loan/share repayments, and through the sale of property assets.	£1,610	£2,998	£3,222	£7,830	
Resource Releasing	Yes					
Type	Efficiency savings through increased accruing resources.					
Quantity Measure	Measurement of realised receipts through the Invest NI Financial system against agreed budget allocations.					
Quality Measure	Measurement against Invest NI quality procedures and adherence to legal conditions as set out under grant agreements. Adherence to government policy on the strategic disposal of surplus property assets.					
Baseline	2005/6, 2006/7, 2007/8 allocated receipts budget					
Monitoring	Management reports and financial statements from Invest NI Financial System, and actual outturns against budget allocations.					
Validation	NIAO audit					
Data Sources	Figures supplied by Finance Division.					
Timeframe	2005/06 to 2007/08					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	<p>The merger of three legacy organisations into Invest NI has enabled a review of corporate priorities. This refocusing of corporate objectives has facilitated the following additional activities: -</p> <ol style="list-style-type: none"> 1 Management of Invest NI's new venture capital fund. 2. Management of Air route Development. 3. Provision of Invest NI's contribution to the Social Economy Strategy. 4. Development of NI Enterprise web portal. 5. Contribution to inter-departmental entrepreneurship and education strategy. 6. Administration and control over enhancement of N. Ireland's innovation infrastructure. 7. Provision of Tourism sector business case financial appraisals. 8. Provision of Resource Accounting Services in Invest NI. <p>The merger into one organisation has necessitated new on-line systems and enhanced procedures.</p> <p>Training in systems and procedures has resulted in improved working practices and capabilities to allow these additional activities to be undertaken.</p>					
Target 1 - Change in headcount		0	0	0	0	
Target 2 - Savings (£000s)	Additional work undertaken by existing staff numbers with no increase in the staffing budget.	£1,972	£3,017	£4,421	£9,410	
Resource Releasing	No					
Type	Same number of inputs producing increased outputs.					
Quantity Measure	Measured through the achievement of the Invest NI targets as set out in the Operating Plan 2005 – 2008.					
Quality Measure	Improved delivery of client services measured through : -- - Customer satisfaction surveys					
Baseline	2002 -2005 Operating Plan					
Monitoring	Management reports from the Invest NI financial system, on monitoring outturn against these additional activities.					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Validation	Regular management reporting					
Data Sources	Data supplied by the Strategic Management and Planning Division of Invest NI.					
Timeframe	2005/06 to 2007/08.					

Workstream	Corporate Services	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	The introduction of the Client Contact Management System (CCMS) to collate and enhance client information. The CCMS is a single client database which is being implemented to enhance service to clients and provide value added information for Invest NI. The single database will incorporate details of all contact with client companies, grant information, letters of offer, forecast grant activity etc. This will provide a comprehensive "one stop" IT system to provide all client information needs					
Target 1 - Change in headcount		0	0	0	0	
Target 2 - Savings (£000s)	The CCMS aims to improve delivery of services to clients and will release efficiency savings within other areas of the IT function.	£0	£200	£200	£400	
Resource Releasing	No					
Type	Same number of inputs producing increased outputs.					
Quantity Measure	Achievement of targets for delivery of services to clients, e.g. work in progress days, offer validation and payment targets.					
Quality Measure	Achievement of Invest NI's IT strategy and delivery of PSA targets for Open Government.					
Baseline	The outputs of CCMS will be compared against the delivery targets in the existing Corp and Laser client databases.					
Monitoring	Completion of a post-project review to evaluate the delivery of anticipated project benefits and measure the associated costs.					
Validation	Information will be validated by Invest NI IT section.					
Data Sources	Data supplied by IT and Finance Division.					
Timeframe	2006/07 to 2007/08.					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	Corporation tax liabilities have been met from savings achieved through efficiencies in functional areas within the administration budget line. These efficiencies have been identified in the following areas: <ul style="list-style-type: none"> 1. Implementation of enhanced telecom systems through transition from analogue to voice over IP technology 2. Enhanced financial systems to streamline grant payment and staff expense processing 3. Re-engineering of legacy financial procedure to achieve a consolidated approach, releasing operating resources to more value added activities 					
Target 1 - Change in headcount		0	0	0	0	
Target 2 - Savings (£000s)	Annual estimated Corporation Tax liability.	£700	£700	£900	£2,300	
Resource Releasing	No					
Type	Same number of inputs producing increased outputs.					
Quantity Measure	Measured through the ability to pay Corporation Tax liability from existing resource budget.					
Quality Measure	Achievement of Activity efficiencies as measured through: <ul style="list-style-type: none"> 1. Improved telecom services as measured by IT operating targets. 2. Improvements in Financial Systems as measured by the Financial Division operating targets for payment deadlines. 3. Improved financial procedures to increase value added activities, as measured through the achievement of additional outputs outlined in the Finance Division Operating Plans. 					
Baseline	None					
Monitoring	Computation of quarterly payment, and review by external tax consultants.					
Validation	Inland Revenue returns and NIAO year-end audit.					
Data Sources	Data supplied by Finance Division.					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Timeframe	2005/06 to 2007/08.					

Workstream	Other	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	<p>Increased Cost of Capital charges will be absorbed within existing resources.</p> <p>Our stringent policy on asset disposal, which identifies assets surplus to requirements with a view to disposal, in line with government guidelines on surplus asset disposals, will enable Invest NI to absorb this increased charge.</p>					
Target 1 - Change in headcount		0	0	0	0	
Target 2 - Savings (£000s)	A higher Cost of Capital charge is forecast due to an increased commitment to provide support to clients in the form of loans and shares. The increased activity against loans and shares will result in a higher balance sheet value. This will have a direct impact on increasing the cost of capital charge.	£0	£0	£360	£360	
Resource Releasing	No					
Type	Same inputs providing additional efficiencies.					
Quantity Measure	Measured through the ability to meet the additional cost of Capital cost from the existing Non-cash budget.					
Quality Measure	Invest NI's ability to absorb the cost of capital charge will enable us to provide assistance to client companies in the form of loans and shares, as clients require.					
Baseline	2006/07 Cost of Capital charge.					
Monitoring	Monthly management reports & annual financial statements.					
Validation	NIAO audit of financial statements and verification of charges within non cash budget.					
Data Sources	Data supplied by Finance Division.					
Timeframe	2007/08.					

NORTHERN IRELAND TOURIST BOARD EFFICIENCY PLANS 2005-08

Workstream	Procurement.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	<p>To Procure goods which will help improve process management associated with centralising procurement function within NITB.</p> <p>Resource Releasing</p> <p>Quality Assurance: - Revision of rates and categories to be introduced from Jan 2006 which will provide increased income from purchasers of NITB Quality Assurance certification.</p> <p>Gulliver:- The business activity surrounding Gulliver is to be replaced by March 2005. A new staff member is required but this will be offset by 4% increased income from bookings and any call centre charges will be offset by Income from RTO's.</p> <p>Non-Resource Releasing</p> <p>Procure goods at a price which demonstrates VFM. Within advertising the Marketing Dept spends approx £3m each year on Advertising. NITB would seek to obtain a 3% non-cash discount from Suppliers to allow extra work to be undertaken. This will enable enhanced and/or additional marketing campaigns to be undertaken which in turn will help NITB achieve increased Visitor figures and spend.</p>					
Target - savings	To achieve 1.25% efficiency savings per year.					
	Quality Assurance	£60	£100	£100		
	Gulliver-these efficiency savings are net of the costs of implementation.	£40	£80	£120		
	Total – Resource Releasing	£100	£180	£220	£500	

Workstream	Procurement.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
	To achieve 1.25% efficiency savings per year.					
	Procurement Management	£10	£20	£30		
	Advertising	£90	£180	£270		
	Total – Non Resource Releasing	£100	£200	£300	£600	
Resource Releasing	Combination of both Resource / Non – Resource.					
Type	<p>Resource Releasing</p> <p>Quality Assurance rates have not been revised since 1992. Currently receive £160k per annum and NITB seek to raise extra £100k from new rates and charges</p> <p>Gulliver – An All-Ireland Tourism Information and Reservations database which has been jointly owned by NITB, Bord Failite and Gulliver Infores is to be replaced by an NITB owned database and service unit e.g. TIDINET.</p> <p>Non – Resource Releasing</p> <p>More streamlined processes resulting in efficiency improvements.</p> <p>In Advertising seeking discounts from Advertising Suppliers e.g. FIREIMC due to greater efficiency from outsourcing and improving relationships with Advertising suppliers and Industry media.</p>					

Workstream	Procurement.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Quality Measure	<p>The changes proposed in Quality Assurance will have policy implications which will impact on the NI industry. Overall, the general quality will remain unchanged.</p> <p>The proposal as regards Gulliver will result in an improved reservations system for Northern Ireland trade.</p>					
Baseline	<p>The Baseline for the QA efficiencies has been based on the 2004/05 Income figures and a comparison of the old and new rates with the new rates to be agreed for year starting January 2006.</p> <p>Savings were based on the annual rental of Gulliver which will no longer be required.</p> <p>For Advertising the baseline based on Financial Information for 2004/05 and on campaigns organised.</p>					
Monitoring	<p>The monitoring of these efficiencies will be done through the monthly management accounts and Senior Management Reviews. The use of Budget comparisons.</p> <p>Also for Quality Assurance the impact of the new rates will be reviewed as part of the monitoring process.</p> <p>Advertising can be further monitored through Press insertions, radio and TV coverage and a comparison of rates charged and discounts offered from suppliers.</p> <p>Procurement Management can be monitored from the number of new agreements introduced and the preferential terms agreed.</p> <p>TIDINET can be monitored through reports on the new booking system and compared to savings with</p>					

Workstream	Procurement.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
	Gulliver being replaced. An IT Manager achieves this with monthly reports produced by the Finance Department. Change is in transition – a review will be completed and an action plan will be drawn up.					
Validation	<p>Efficiencies validated through the use of the Quarterly / Half yearly accounts</p> <p>Further Validation of Discounts seen on creditor statements and Invoices.</p> <p>Procurement Management validated through contract details signed off.</p> <p>Validation is also completed by the external auditors.</p>					
Data Sources	<p>QA Data sources derived from a review of Published rates for industry.</p> <p>Advertising sources received from Independent newspapers / TV and radio statistics.</p> <p>Data sources for Procurement Management include internal letters/e-mails and agreements made with clients.</p>					
Timeframe	2005/06 – 2007/08					

Workstream	Corporate Services.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	There are a number of general areas within Corporate Services in NITB which can result in efficiency savings in the next 3 years. These are of a resource releasing type.					
Target - savings	To achieve 1.25% efficiency savings per year.					
	Master Classes	£5	£12	£22		
	Sponsorship	£10	£30	£60		
	Rent Received	£25	£50	£75		
	Total – Resource Releasing	£40	£92	£157	£289	
Resource Releasing	Yes					
Type	<p>Within Master Classes, it is expected there will be increased income due to the introduction of classes from April 2005 with an appropriate charge.</p> <p>It is intended that NITB will obtain sponsorship for events such as the Tourism Workshop from April 2005. This is one of a number highly claimed events in the Tourism Calendar and worthy of a sponsorship agreement.</p> <p>It is also envisaged that the Rural Cottage Holidays (RCH) Ground floor area of North Street, Belfast can be reorganised to be sub-let in the next 3 years resulting in increased income.</p>					

Workstream	Corporate Services.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Quality Measure	The proposal on Master Classes will facilitate NITB's commitment to improving industry competitiveness by organising a series of Industry "Master Classes" to promote best practice and facilitate benchmarking.					
Baseline	<p>The main baseline for each of the Corporate Services efficiencies relate to the review of Income in 2004/05 especially where there was Nil income generated before. E.g. Master Classes / Sponsorship.</p> <p>The baselines for RCH Ltd are for the rental of the building (no figures available).</p>					
Monitoring	<p>The monitoring of these efficiencies will be done through the monthly management accounts and Senior Management Reviews.</p> <p>Further monitoring can take place through review of the Master Class activity Programme.</p> <p>No monitoring of RCH is necessary as it is envisaged that this function will cease.</p>					
Validation	<p>Efficiencies validated through the use of the Quarterly / Half yearly accounts.</p> <p>Master Classes can also be validated through feedback from classes / List of Attendees / Fees charged.</p> <p>Sponsorship can also be reviewed through review of high profile events / media coverage.</p> <p>External auditors will also carry out validation.</p>					

Workstream	Corporate Services.	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Data Sources	<p>I.T – Termination of contract with Gulliver / Management Accounts. Reports extracted from IT Management Systems.</p> <p>Cash Received journals can also be reviewed to see where extra income has been derived.</p>					
Timeframe	2005/06 – 2007/08					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	<p>As part of Attendance Management review permanent staff attendance to be measured to challenge absenteeism and long term sick leave with improved HR techniques. Appointment of permanent members of staff as opposed to changing temporary staff.</p> <p>It is anticipated that the proposed sale/transfer will save on costs. It is envisaged that cost savings will be made in a change in structure over the years.</p>					
Target 1 - Change in headcount	To achieve 1.25% efficiency savings per year. No change in staff headcount expected.	0	0	0		
Target 2 - Savings – Resource Releasing	<p>Rural Cottage Holidays</p> <p>Salary savings due to the re-organisation of functions within RCH Ltd, including outsourcing of activities.</p> <p>Further salary / admin savings (Imposed by Dept) – RCH</p> <p>Relates to savings due to proposed transfer of RCH where NITB no longer will be meeting the salary/admin costs of RCH.</p> <p>Total (RCH) – savings – Resource Releasing</p>	<p>£30</p> <p>£42</p> <p>£72</p>	<p>£80</p> <p>£110</p> <p>£190</p>	<p>£80</p> <p>£110</p> <p>£190</p>	£452	
Target 3 - Savings – Non – Resource Releasing	<p>Attendance Management</p> <p>A 10% year on year improvement is being targeted over the next 3 years and the target is a more productive day, greater throughput of work and less temporary cover.</p> <p>Following analysis of permanent Staff attendance to March 2004 an improving trend has been established and this will be built on during the period through the continuing monitoring of a rigorous attendance management system.</p>	£28	£54	£55	£137	

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Resource Releasing	Combination of both Resource / Non – Resource.					
Type						
Quantity Measure	Less days absent, greater throughput of work, fewer permanent vacancies as a result of permanent positions being filled. No quantity measures necessary for RCH Ltd					
Quality Measure	Quality of work done by and experience of permanent staff is much higher than the same number of temporary staff. No quality measures necessary for RCH Ltd.					
Baseline	The 2004/05 Salary Costs will provide the baseline for RCH. HR Attendance levels and review 2004/05.					
Monitoring	RCH efficiencies can be monitored through the use of monthly accounts and budget comparisons. For HR monitoring this can be done through HR attendance records in 2005-2008 compared to the baseline above.					
Validation	Absenteeism Reports. External auditors will also complete validation.					
Data Sources	.Departmental Salary Costs / Management Accounts for RCH Salary costs savings. Absenteeism reports from HR department.					
Timeframe	2005/06 – 2007/08					

HEALTH & SAFETY EXECUTIVE NORTHERN IRELAND EFFICIENCY PLANS 2005-08

Workstream	1. Corporate Services 2. Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	1. Using modern methods of publishing information and guidance – website/CD ROMs – rather than traditional printed publications. 2. Re-allocation of Principal Inspector (30%) and Inspector (50%) from H&S duties to manage HSENI Small Business Advisory Service.					
Target – savings	To achieve 1.25% savings per year.	43	51	60	154	
Changes in Headcount (if applicable)						
Resource Releasing?	1. Yes 2. No					
Type	Savings in production costs, same outputs and more input for the same or better output.					
Quantity Measures	Number of publications produced by non-traditional methods, comparing the cost of producing information on the website and on CD ROM against the cost of producing printed documents. , numbers of inspection levels.					
Quality Measures	Increased customer satisfaction. Customer satisfaction survey.					
Baselines	2004/05 Number of printed documents produced 2003-04 allocation of Principal Inspector and Inspector to enforcement activities. 2003-04 HSENI target levels for enforcement activity.					
Monitoring Arrangements	Monitoring of progress against plans and delivery of savings will be reported to the HSENI SMT on an annual basis. Annual outputs level compared against 2003/04 baseline data.					
Validation	External Auditors and Internal Audit.					
Data Sources	HSENI internal financial management records & targets in HSENI operational and corporate plans					
Timeframes	2005/06 to 2007/08					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	To reduce the number of fatal and major injury accidents by 5% compared with 2002/03 level by March 2007					
Target – savings	To achieve efficiency savings of 1326k, 2652k and 2,652k	1,326	2,652	2,652	6,630	
Changes in Headcount (if applicable)						
Resource Releasing?	No					
Type	Economic benefit resulting from reduction in workplace accidents.					
Quantity Measures	Reduction in reported workplace accidents per annum.					
Quality Measures	Reduced insurance premiums.					

Workstream	Productive Time	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment						
Baselines	<p>Number of work-related accidents for 2002/03. Confirmed 2003/04 baselines are not yet available. Costs of injuries resulting from reported workplace accidents for 2002/03. Number of employee jobs in 2001 Percentage of public sector employee jobs in 2001. HSENI plans to meet this target in a staged basis as follows:</p> <table data-bbox="501 507 761 603"> <tr> <td>2004/05</td> <td>1%</td> </tr> <tr> <td>2005/06</td> <td>2½%</td> </tr> <tr> <td>2006/07</td> <td>5%</td> </tr> </table> <p>Assuming that a percentage reduction in the number of accidents will result in a corresponding percentage fall in the associated costs, then the achievement of this target will result in savings to the Northern Ireland economy of £4.25m in 2005/06, £8.5m in 2006/07 and £8.5m in 2007/08 (assuming that the 2006/07 rate is maintained during 2007/08).</p> <p>Of the approximate 652,140 employee jobs in December 2001, the public sector accounted for 31.2% of jobs. Assuming that the projected improvement in accident rates will be enjoyed by all employment sectors equally then, based on the figures in the preceding paragraph, the public sector can expect to enjoy efficiencies of £1.326m in 2005/06, £2.652m in 2006/07 and £2.652m in 2007/08.</p>	2004/05	1%	2005/06	2½%	2006/07	5%					
2004/05	1%											
2005/06	2½%											
2006/07	5%											
Monitoring Arrangements	Annually – based on reported accidents under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). This is established under the HSENI legislation.											
Validation	Internal Audit											
Data Sources	RIDDOR returns, Labour Force Surveys, KPMG Study of Cost of Accidents.											
Timeframes	2005/06 to 2007/08											

GENERAL CONSUMER COUNCIL NORTHERN IRELAND EFFICIENCY PLANS 2005-08

Workstream	1. Productive Time 2. Productive Time 3. Productive Time 4. Corporate Services 5. Corporate Services	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Activity	<p>1-Areas of work programme will be adjusted to place less reliance on external consultants.</p> <p>2 - The Energy complaints team will handle transport complaints.</p> <p>3 - The IT working group will provide in-house IT support.</p> <p>4 - Depreciation costs will be reallocated elsewhere in DETI as the General Consumer Council has made a conscious decision not to purchase further assets. The Council will maintain the same outputs while utilising existing assets.</p> <p>5 - As a result of this decision not to purchase further assets, the need for insurance cover will be eliminated, thus releasing further savings.</p>					
Target – savings	Reduced number of inputs for same/better outputs. - Saving as result of not taking further staff on to cover transport complaints and IT strategy work. These efficiencies will arise from a reorganisation of staff within the Consumer Council and are also as a result of trainee staff who will become more proficient in the job.	22	54	77	153	
Changes in Headcount (if applicable)	None					
Resource Releasing?	<p>1 - yes.</p> <p>2 – No</p> <p>3 – No</p> <p>4 – Yes</p> <p>5 – Yes</p>					
Type	Reduced number of inputs for same or better outputs and same inputs for better outputs.					

Workstream	1. Productive Time 2. Productive Time 3. Productive Time 4. Corporate Services 5. Corporate Services	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)	Total (£000s)	Comment
Quantity Measures	Number of transport complaints dealt with and the continued development of IT projects to enhance the organisation's efficiency. Reduced expenditure as a result of reduced fixed asset purchases and cessation of insurance cover.					
Quality Measures	Development of a new corporate plan that is impact focussed. Plan will include a balanced scorecard with indicators which will be drilled down to each section. Freeing up of corporate services staff because of reduced administration resources needed to administer these expenditure items					
Baselines	2004/05 budget - £1653k					
Monitoring Arrangements	Monthly management accounts and monthly outturn reports to DETI. Focus of senior management at monthly expenditure reviews. Number of transport complaints dealt with and the progress of new IT projects					
Validation	Head of Corporate Services monitoring costs and monthly management accounts. Senior management monitoring. DETI IT Department. External audit.					
Data Sources	Purchase orders, management accounts and financial statements. IT Working Group Minutes. Transport Group Minutes. Fixed asset register, management accounts and financial statements.					
Timeframes	2005/06 to 2007/08					

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