



## **Corporate and Business Plan 2011-2012**

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## Executive summary from Corporate Plan

### Our vision

*'A dynamic and well governed charities sector in which the public has confidence, underpinned by the Charity Commission for Northern Ireland's effective delivery of its regulatory and advisory role.'*

### Our aims

#### Public confidence

To increase public trust and confidence in charities.

#### Public benefit

To promote awareness and understanding of the operation of the public benefit requirement.

#### Compliance

To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.

#### Charitable resources

To promote the effective use of charitable resources.

#### Accountability

To enhance the accountability of charities to donors, beneficiaries and the public.

#### Delivery

To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.

### Our Values

- **Independent:** maintain our operational independence, acting without fear or favour, in the public interest.
- **Accountable:** be proactive in accounting to all our stakeholders, which will include involving others on a continuous and appropriate basis.
- **Proportionate:** our actions, procedures and culture will be proportionate to the burden of regulation on charities of different sizes, to the degree of risk involved and to the potential impact.
  - **Fair:** exercise our powers and discretion in a way which is consistent, impartial and even handed.
    - **Transparent:** adopt a Freedom of Information culture from the outset.
- **Consistent:** act consistently in our decision making and aim to act as an exemplar, observing best practice.

## Introduction

### Background

The Charity Commission for Northern Ireland is the independent regulator of charities in Northern Ireland. The Commission is a non-departmental public body, established by Royal Assent in March 2009, to deliver the legislative requirements of the Charities Act (Northern Ireland) 2008. The Commission is sponsored by the Department for Social Development (DSD).

The Charities Act (Northern Ireland) 2008 main objectives are to provide:

- an integrated system of registration and regulation; and
- supervision and support of registered charities.

The establishment of the Charity Commission for Northern Ireland in June 2009 as the vehicle for charity regulation aims to provide the structure and process through which:

- charities can demonstrate their contribution to society;
- the public can be assured regarding how charities are spending any donations; and
- Government can assist in the better governance of the charity sector.

The Commission has a crucial role to play in the development of charities, enabling them to meet modern expectations and obligations. It is essential that the Commission enables charities to operate in a climate of trust and respect by providing friendly but firm and fair regulation in which the public can have confidence. The Commission therefore aims to develop a regulatory framework which is not only about intervention and strong governance, but which over the longer term establishes standards and promotes good practice across the sector.

### Review 2010-2011

2010-2011 saw the set-up of the Commission begin in earnest with the appointment of its Chief Executive, Frances McCandless, in April 2010 and the recruitment of other permanent staff. The main focus was to put in place the structures, processes and procedures to allow the Commission to become fully operational. Therefore it was also one of continuing transition in charity regulation and legislation. The Commission was engaged in detailed discussions with DSD on technical issues within the legislation and on necessary transitional provisions. DSD had a range of responsibilities and functions under the Charities Act (Northern Ireland) 1964 the Charities (Northern Ireland) Order 1987 and the House to House Charitable Collections Act (Northern Ireland) 1954. These functions and responsibilities will gradually transfer to the Commission as the various parts of the Charities Act (Northern Ireland) 2008 are brought into force by DSD.

During the year a number of key set-up activities were undertaken by the Chief Executive and Commissioners with the support of DSD and temporary staff to assist in the establishment of the Commission:

- Commission's first Business Plan and three year Corporate Plan developed and approved.
- Staffing plan agreed and recruitment commenced in November 2010.
- Number of key governance/business strategies, arrangements, policies and procedures were developed and approved.
- Detailed discussions and progress on legislative technical issues on public benefit and transitional arrangements.
- Development and improvement of the Commission's own internal and external reporting processes and procedures including regular meetings of two sub-committees.
- Internal development and testing of the online registration system completed and arrangements put in place for external testing.
- Development of key operational processes commenced
- Provision of Commissioner and staff training.
- New website created.
- Liaison with other UK regulators, NDPBs, government departments and the development of links with other authorities, committees and councils with an interest in charitable sector.
- Liaison with DSD regarding permanent premises.

## Context

As a Non Departmental Public Body (NDPB), the Commission operates independently and impartially whilst remaining accountable to the Minister for Social Development for its performance and use of public funds. The Commission's strategic direction will actively contribute to the Programme for Government objectives and take into consideration any future changes to these:

- 11 Driving sustainable long-term investment in our key infrastructure over the period 2007/8 to 2017/18 and promoting sustainable development across the public sector, business and wider society.
- 12 Promote decent, energy efficient, affordable housing and regenerate disadvantaged areas and towns and city centres, and support community development to create environments which enhance quality of life and contribute to well-being.

(NB will be altered to reflected new PfG priorities and Departmental Corporate Plan)

And, flowing from this the Department's Corporate Plan Public Service Agreement objective:

- 4 Establishing a robust system of regulation for charities in Northern Ireland. This will bring Northern Ireland into line with best practice across the UK and Ireland and ensure greater public confidence.

The Chief Executive and Board are responsible, within the terms of the Management Statement and Financial Memorandum (MSFM) agreed with DSD and DFP, for the Commission's management, performance and future development. The MSFM details the governance arrangements between the Commission and DSD.

### Stakeholders

The Commission will continue to work closely through ongoing formal and informal communications with key external stakeholders. These key stakeholders include, but are not limited to:

- The public
- The charitable sector
- The media
- The Northern Ireland Assembly and Executive
- The Department for Social Development (DSD)
- Other regional Charity Commissions: the Charity Commission for England and Wales (CCEW), the Office of the Scottish Charity Regulator (OSCR) Department of Community, Equality and Gaeltacht Affairs (DCEGA) and International regulators
- Other regulatory and law enforcement bodies such as Her Majesty's Revenue & Customs (HMRC), Police Service of Northern Ireland (PSNI), Companies House
- Umbrella bodies such as NICVA and the Institute of Fundraising
- Legal and accounting professions
- Funding bodies, and
- Local business organisations

## Vision, aims and values

### Vision

The Commission's vision is to deliver, in partnership with other key stakeholders in the charitable sector:

***'A dynamic and well governed charities sector in which the public has confidence, underpinned by the Commission's effective delivery of its regulatory and advisory role.'***

Delivery of this vision will take the concerted effort of a number of different players in the charities sector in the short, medium and long term. CCNI is only one player in a complex environment although the nature of its role, responsibilities and powers make it a key player.

### Aims

The Commission's objectives are set out in the Charities Act (Northern Ireland) 2008 and the Management Statement and Financial Memorandum (MSFM) with DSD and the Department of Finance and Personnel (DFP) through which the Commission operates. For the purposes of this business plan we are treating these objectives as the Commission's overarching aims beneath which will sit strategic, measurable and time-bound objectives, targets and actions.

- 1. Public confidence objective** is to increase public trust and confidence in charities.
- 2. Public benefit objective** to promote awareness and understanding of the operation of the public benefit requirement.
- 3. Compliance objective** to promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.
- 4. Charitable resources objective** is to promote the effective use of charitable resources.
- 5. Accountability objective** is to enhance the accountability of charities to donors, beneficiaries and the public.
- 6. Delivery objective\*** is to manage the CCNI as an effective and efficient non departmental public body.

\*The sixth objective is not directly defined in the legislation or MSFM but clearly is necessary to enable the Commission to fulfil the other five objectives.

Business Plan 2011-2012

Charity Commission for Northern Ireland

### Values

The Commission aspires to be respected and valued in the execution of its functions and will ensure that in the performance of our role as the Charity Regulator for Northern Ireland we will be:

- **Independent:** we will maintain our operational independence, acting without fear or favour, in the public interest.
- **Accountable:** we will be proactive in accounting to all our stakeholders, which will include involving others on a continuous and appropriate basis.
- **Proportionate:** our actions, procedures and culture will be proportionate to the burden of regulation on charities of different sizes, to the degree of risk involved and to the potential impact.
- **Fair:** we will exercise our powers and discretion in a way which is consistent, impartial and even handed.
- **Transparent:** we will adopt a Freedom of Information culture from the outset.
- **Consistent:** we will act consistently in our decision making and will also aim to act as an exemplar, observing best practice.

## Aims and objectives

The corporate objectives required to deliver each of our overarching aims have been developed as part of the Commission’s Corporate Plan 2011-2014. Detailed business objectives, actions, targets and associated operational performance measures for each element of our activity have been identified as part of the business planning process for 2011-2012.

Timescales relating to the opening of the Charity Register and Public Benefit Guidance are subject to the passage of legislation through the Northern Ireland Assembly. Timescales are uncertain, the current plan is based on legislation passing through before the elections in the spring of 2011. Actions which would be affected by any delay have been **highlighted** for ease of reference.

Strategic Aim	Corporate Objective
<p><b>Public confidence objective</b> is to increase public trust and confidence in charities.</p>	<p>1.1 To communicate the work of CCNI effectively. 1.2 To implement the relevant sections of the Charities Act (Northern Ireland) 2008.</p>
<p><b>Public benefit objective</b> to promote awareness and understanding of the operation of the public benefit requirement.</p>	<p>2.1 To develop a range of guidance and advice. 2.2 To review the effectiveness of guidance and advice produced. 2.3 To monitor awareness of the public benefit requirement.</p>

## Charity Commission for Northern Ireland Business Plan 2011-2012

Strategic Aim	Corporate Objective
<p><b>Compliance objective</b> to promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.</p>	<p>3.1 Establish a compliance monitoring programme.                      3.2 Investigate alleged misconduct.                      3.3 To develop and maintain partnerships with key stakeholder bodies.</p>
<p><b>Charitable resources objective</b> is to promote the effective use of charitable resources.</p>	<p>4.1 To provide access to a range of information on effective use of resources.</p>
<p><b>Accountability objective</b> is to enhance the accountability of charities to donors, beneficiaries and the public.</p>	<p>5.1 To develop and maintain a register of charities.                      5.2 To implement accounting regulations for Northern Ireland charities.</p>
<p><b>Delivery objective*</b> is to manage the CCNI as an effective and efficient non departmental public body</p>	<p>6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.                      6.2 Ensure CCNI staff are valued, recognised and appropriately skilled to meet business needs.                      6.3 Ensure appropriate systems and resources are in place to enable effective operation.</p>

## Objectives, measures and actions

<b>Aim 1 Public confidence</b>							
To increase public trust and confidence in charities.							
<b>Corporate objective 1.1 To communicate the work of CCNI effectively</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Communicate with a range of stakeholders using the methods identified in the CCNI communications strategy.	Continue to implement and monitor communication plan	√	√	√	√	Report against annual communications plan.	Board CEO HoCSC HoCS
	Develop participation strategy	√	√				
	Implement participation strategy			√	√		
	Monitor and review participation strategy			√	√		
	Meet/communicate regularly with key stakeholders	√	√	√	√		
	Provide information for Assembly Committees/political representatives as required	√	√	√	√		

<b>Aim 1 Public confidence</b>							
To increase public trust and confidence in charities.							
<b>Corporate objective 1.1 To communicate the work of CCNI effectively</b>							
<b>Objective</b>	<b>Actions</b>	<b>Target 2010/2011</b>				<b>Measurement</b>	<b>Responsibility</b>
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		
(b) To develop the website as the primary means of communication with the public and other stakeholders.	Keep website up to date with news and developing guidance,  Monitor usage of website monthly basis	√	√	√	√	Report web traffic as part of the communications plan.	CO
	Plan launch event	√					
	Launch website through media and network groups	√					
	Ongoing promotion of website to stakeholders and through networks		√	√	√		
(c) Make accessible via the web, key minutes and governance documents to ensure transparency and accountability.	Regularly update website in line with publications scheme	√	√	√	√	Regular review of website to ensure up-to-date documents available.	CO

<b>Aim 1</b> <b>Public confidence</b> To increase public trust and confidence in charities. <b>Corporate objective 1.2 To implement the relevant sections of the Charities Act (Northern Ireland) 2008.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(d) Develop relevant programmes, processes and procedures to deliver the relevant sections of the act as they are commenced	Develop required processes in line with Commencement Order 3	√	√	√	√	Programmes, processes and procedures will be in place. Staff will be trained and systems operational.	HoCSC HoCS
	Train staff on processes	√	√	√	√		
	Begin preparation for further commencement orders				√		
	6 month internal review of Enquiries programme				√		

<b>Aim 2 Public benefit</b>							
To promote awareness and understanding of the operation of the public benefit requirement.							
<b>Corporate objective: 2.1 To develop a range of guidance and advice.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Draft, consult on and publish public benefit guidance.	When outcome of legislative process in Assembly is known, draft revised guidance	√				Public benefit guidance available and published on website.	HoCS
	Carry out consultation on new public benefit guidance		√	√			
	Seek appropriate legal advice	√	√				
	Publish guidance when consultation complete			√			
	Monitor developing public benefit situation in England and Wales	√	√				
(b) Disseminate information on public benefit requirement to sectoral organisations through website, seminars and presentations.	Organise sectoral events to explain public benefit requirement and guidance			√	√	Provided a number of sectoral-based presentations/events as well as website publications.	HoCS

<b>Aim 2 Public benefit</b>							
To promote awareness and understanding of the operation of the public benefit requirement.							
<b>Corporate objective: 2.1 To develop a range of guidance and advice.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Work with network bodies within charity sector and with professional advisers to disseminate information			√	√		
(c) Provide advice on the public benefit requirement.	Respond to queries as required			√	√	Responded to all queries regarding public benefit requirement.	HoCS
	Develop FAQ's/podcast for website to address frequent asked questions.				√		

<b>Aim 3 Compliance</b>							
To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
<b>Corporate objective: 3.1 Establish a compliance monitoring programme.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Develop, consult and implement an annual monitoring programme for registered charities.	Develop internal processes and procedures following consultation on accounting guidelines	√				Programmes, processes and procedures will be in place. Staff will be trained and systems operational.	HoCSC
	Work with SORP Committee on development of charity accounting formats	√	√	√	√		
	Develop and consult with key stakeholders on return forms and online submission processes				√		
	Internally test online monitoring processes and procedures			√	√		

<b>Aim 3 Compliance</b>							
To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
<b>Corporate objective: 3.1 Establish a compliance monitoring programme.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Carry out external testing on online monitoring return processes			√	√		
	Make appropriate adjustments to Monitoring and Compliance programme.				√		
	Draft guidance and consult with stakeholders for clarity and ease of use			√	√		
(b) Develop and publish guidance on monitoring and compliance.	Consult with stakeholders for clarity and ease of use		√	√	√	Guidance will be published and available for use.	HoCSC
	Publish guidance on web				√		

<b>Aim 3 Compliance</b>							
To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
<b>Corporate objective: 3.2 Investigate alleged misconduct.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Respond to problems identified either through compliance work or external complaints about the mismanagement of charities.	Put in place processes and procedures for investigations and compliance cases	√				Complaints about charities and identified compliance issues will have been followed up.	HoCSC
	Instigate procedures where necessary	√	√	√	√		
	Monitor and review sources of referral for investigation and adjust CCNI communication accordingly			√			

<b>Aim 3 Compliance</b> To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities. <b>Corporate objective: 3.2 Investigate alleged misconduct.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(b) Act on findings and take remedial action as appropriate to each case.	Agree actions as required in each case	√	√	√	√	Appropriate remedial actions will have been taken where necessary.	HoCSC
	Instigate enforcement action as required	√	√	√	√		
	Pass on relevant cases to PSNI, ISA and other relevant authorities as required.	√	√	√	√		

<b>Aim 3 Compliance</b>							
To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
<b>Corporate objective: 3.3 To develop and maintain partnerships with key stakeholder bodies.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Maintain regular liaison with key stakeholders, for example, other statutory bodies and charity sector intermediaries.	Communicate through web and network/advisory bodies	√	√	√	√	CCNI will have engaged with stakeholders to take on board views, opinions and to find common areas of work that are mutually beneficial.	HoCSC & CO
	Develop guidance/lessons learned reports based on compliance cases to share with other charities				√		
(b) Develop Memoranda of Understanding (MOU) with relevant key stakeholders.	Put in place MOUs with other relevant bodies	√	√	√	√	MOUs will be in place.	CEO

<b>Aim 3 Compliance</b>							
To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
<b>Corporate objective: 3.3 To develop and maintain partnerships with key stakeholder bodies.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Review MOU's currently in place to ensure meeting needs.				√		CEO

<b>Aim 4 Charitable resources</b>							
To promote the effective use of charitable resources.							
<b>Corporate Objective: 4.1 To provide access to a range of information on effective use of resources.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
Scheduled to begin in year 2012-2013 of Corporate Plan.							HoCSC HoCS

<b>Aim 5 Accountability</b>							
To enhance the accountability of charities to donors, beneficiaries and the public.							
<b>Corporate objectives: 5.1 To develop and maintain a register of charities.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Implement the Registration Programme.	Test online registration with 20 test organisations and make appropriate adjustments			√	√	Registration programme will be open, applications received and processed through to decision.	HoCS
	Implement registration priority policy to register existing HMRC and new organisations			√	√		
	Publish registration guidance	√					
(b) Make publically available an up-to-date register of charities on the website.	Publish HMRC list alongside register while full register is in development	√				The register will be publicly available.	HoCS
	Publish registered charities on website once full registration beings				√		

<b>Aim 5 Accountability</b>							
To enhance the accountability of charities to donors, beneficiaries and the public.							
<b>Corporate objectives: 5.2 To implement accounting regulations for Northern Ireland charities.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Work jointly with DSD on development and consultation on NI charity accounting regulations.	Liaise with DSD colleagues on timelines, process and issues		√	√		CCNI will have contributed to DSD's work on the development of appropriate accounting regulations.	HoCSC
	Publicise consultation through website and networks		√	√	√		
	Liaise with DSD on outcome of consultation			√	√		
(b) Develop and publish guidance.	Draft guidance in line with outcome of consultation			√	√	Guidance will have been developed and published.	HoCSC
	Publish guidance				√		

<b>Aim 6 Delivery</b> To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body. <b>Corporate objective: 6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Establish and implement robust operational structures and processes to deliver CCNI services.	Develop, implement and review operational systems and processes			√	√	Operational systems and procedures are established, being followed and meeting the needs of charity services.	CEO HoCS HoCSC
	Commence review of staff structure to ensure meeting current operational needs				√		
(b) Implement and maintain robust internal corporate processes to ensure CCNI is an effective and accountable organisation.	Review performance against the business plan targets on a monthly basis. Report to sponsor department and board	√	√	√	√	Corporate processes are in place and being followed.	HoCSC

<b>Aim 6 Delivery</b> To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body. <b>Corporate objective: 6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Ongoing review of implementation of audit recommendations	√	√	√	√		
	Review and update Corporate risk register as required	√	√	√	√		
	Implement and monitor the Corporate Governance framework	√	√	√	√		
(c) Continue to develop and maintain appropriate Corporate Governance structures.	Regular Board meetings	√	√	√	√	Further corporate governance structures are in place.	CEO & Board & HoCSC
	Performance appraisal for Commissioners	√					
	Regular Audit and Risk Committee meetings	√	√	√	√		

<b>Aim 6 Delivery</b> To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body. <b>Corporate objective: 6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Regular Human Resource and Remuneration committee meetings	√	√	√	√		
	Produce Annual Report in line with MSFM	√					
(d) Maintain robust business planning and reporting mechanisms.	Review and develop business planning and reporting mechanisms		√	√		Business planning and reporting is appropriate and timely.	HoCSC
	Commence development of business plan 2012-2013		√	√			
	Seek required approvals for 2012-2013 business plan				√		

<b>Aim 6 Delivery</b> To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body. <b>Corporate objective: 6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(e) Maintain strong working relationships with sponsor department.	Continue to meet with DSD on regular monthly basis.	√	√	√	√	Meetings held with the sponsor department on a regular basis and further liaison as required.	Board CEO
	Maintain contact on specific issues as required	√	√	√	√		
	Review of compliance with MSFM	√		√			
(f) Maintain robust and transparent financial management systems.	Implement, monitor and review financial management systems	√		√		Systems are in place, being followed and meeting needs.	HoCSC

<b>Aim 6 Delivery</b> To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body. <b>Corporate objective: 6.1 To maintain a flexible, responsive organisational structure and appropriate governance and management arrangements.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
	Provide appropriate training to staff			√			
	Monitor for adequate systems of internal control	√	√	√	√		
	Liaise with internal and external audit to demonstrate accountability	√	√	√	√		

<b>Aim 6 Delivery</b>							
To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
<b>Corporate objective: 6.2 Ensure CCNI staff are valued, recognised and appropriately skilled to meet business needs.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Implement appropriate HR policies and procedures.	Continue to develop HR policies and procedures including performance management and appraisal	√	√	√	√	HR policies are in place, being followed and meeting needs.	HoCSC
	Provide guidance and appropriate training to staff	√	√	√	√		
(b) Maintain a commitment to equality and diversity in the workplace through development of appropriate policies.	Ongoing consideration of equality and diversity obligations in policy making and procedures	√	√	√	√	Policies developed, in place, and monitored, commitment evident.	HoCSC
	Implement measures to promote disability duties		√	√			
	Prepare for drafting of equality scheme and action plan			√	√		

<b>Aim 6 Delivery</b>							
To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
<b>Corporate objective: 6.2 Ensure CCNI staff are valued, recognised and appropriately skilled to meet business needs.</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(c)Meet identified skills needs through appropriate training.	Complete a training needs skills audit for Commissioners and staff	√				Skills audit completed and training identified/delivered.	HoCSC
	Prioritise key training needs against budget resource	√					
	Create a training plan including programme mandatory annual training and induction training	√					
	Source appropriate training		√	√	√		

<b>Aim 6 Delivery</b>							
To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
<b>Corporate objective: 6.3 Ensure appropriate systems and resources are in place to enable effective operation</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(a) Complete the development and roll out of a bespoke operational IT system to manage the workflow of CCNI's portfolio of services.	Place bid with DSD for capital funding to deliver workflow system to meet needs of CCNI	√				Bespoke work management system development completed, rolled out and meeting needs.	HoCSC
	Assuming bid successful, work with CPD to procure supplier	√	√				
	Manage IT development contract		√	√	√		
	Test and sign off IT development				√		
	Roll out and training of staff new IT workflow system				√		

<b>Aim 6 Delivery</b>							
To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
<b>Corporate objective: 6.3 Ensure appropriate systems and resources are in place to enable effective operation</b>							
Objective	Actions	Target 2011/2012				Measurement	Responsibility
		Q1	Q2	Q3	Q4		
(b) Establish the Commission in suitable permanent premises.	Bid to DSD for cost associated with move and location to new premises	√				Premises identified, relocation completed, CCNI functioning from permanent premises.	CEO
	Develop an action plan for move	√					
	Move to new premises	√	√				
(c) Establish appropriate robust IT systems.	Work with DSD/CPD specialist staff to develop understanding of needs and assess options		√	√		IT systems in place and meeting needs.	HoCSC
	Secure appropriate IT provision			√	√		
(d) Maintain robust financial forecasting and budgeting processes.	Review budget vs forecast monthly/quarterly	√	√	√	√	Forecasting and budgeting processes in place and meeting needs.	HoCSC

<b>Aim 6 Delivery</b>							
To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
<b>Corporate objective: 6.3 Ensure appropriate systems and resources are in place to enable effective operation</b>							
<b>Objective</b>	<b>Actions</b>	<b>Target 2011/2012</b>				<b>Measurement</b>	<b>Responsibility</b>
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>		
	Quarterly drawdown to DSD	√	√	√	√		
	Report to Board quarterly	√	√	√	√		

### Annex 1:

#### Budget breakdown 2011/2012

Given current Government spending cuts and budgetary concerns, the budget for 2011-2012 has been estimated at standstill of £800,000 per annum.

Our three-year budget reflects the fact that we are still developing as an organisation, and not all commitments can be predicted with absolute accuracy. In particular, key variables identified at the outset are:

- as yet uncertain volumes of applications for registration
- anticipated, as yet uncertain, volume of appeals to CCNI and potentially the Charity Tribunal
- uncertain volumes and complexity of investigations
- impact of other regulations being commenced.

The most substantial part of the budget will be invested in staff to deliver our services to charities and the public.

In summary we anticipate that our £800,000 revenue budget allocation for 2011-2012 will be expended as follows:

Budget heading	Allocated budget
Commissioner allowances	18,000
Staff costs	468,640
Running costs	313,360
<b>Total</b>	<b>£800,000</b>

Key assumptions to the budgets can be found at Annex 1.

#### Staffing

CCNI's current staffing structure was agreed in July 2010 with the objective of the full complement of staff being in place for April 2011. The staffing structure, detailed in Annex 2 below, is based on the most effective use of the limited resources available.

### Budget 2011/12 key assumptions

#### Staff Costs:

Assume that the full complement of staff has been recruited by April 2011 and reflects the Pay Freeze for all staff except those earning £21,000 or less (full time equivalent). Pension provision for directly employed staff is estimated at 15.2%. Starting salaries are based at the bottom of relevant scales, unless exceptional circumstances pertain. Employer's National Insurance contribution is 12.8%, with an annual threshold of £5,715.

#### Commissioner allowances:

Commissioner allowances are £18,000 based on agreed allowances payable to Chief Commissioner at £5,000, Deputy Commissioner at £3,000 and others at £10,000 (in total).

#### Running costs:

Administration costs have been budgeted on the basis of the actual costs incurred for 2010/11.

The rental cost is an estimation based on costs for rent, rates, service charge and premises running costs based on current premises combined with increased floor space for increased staff numbers.

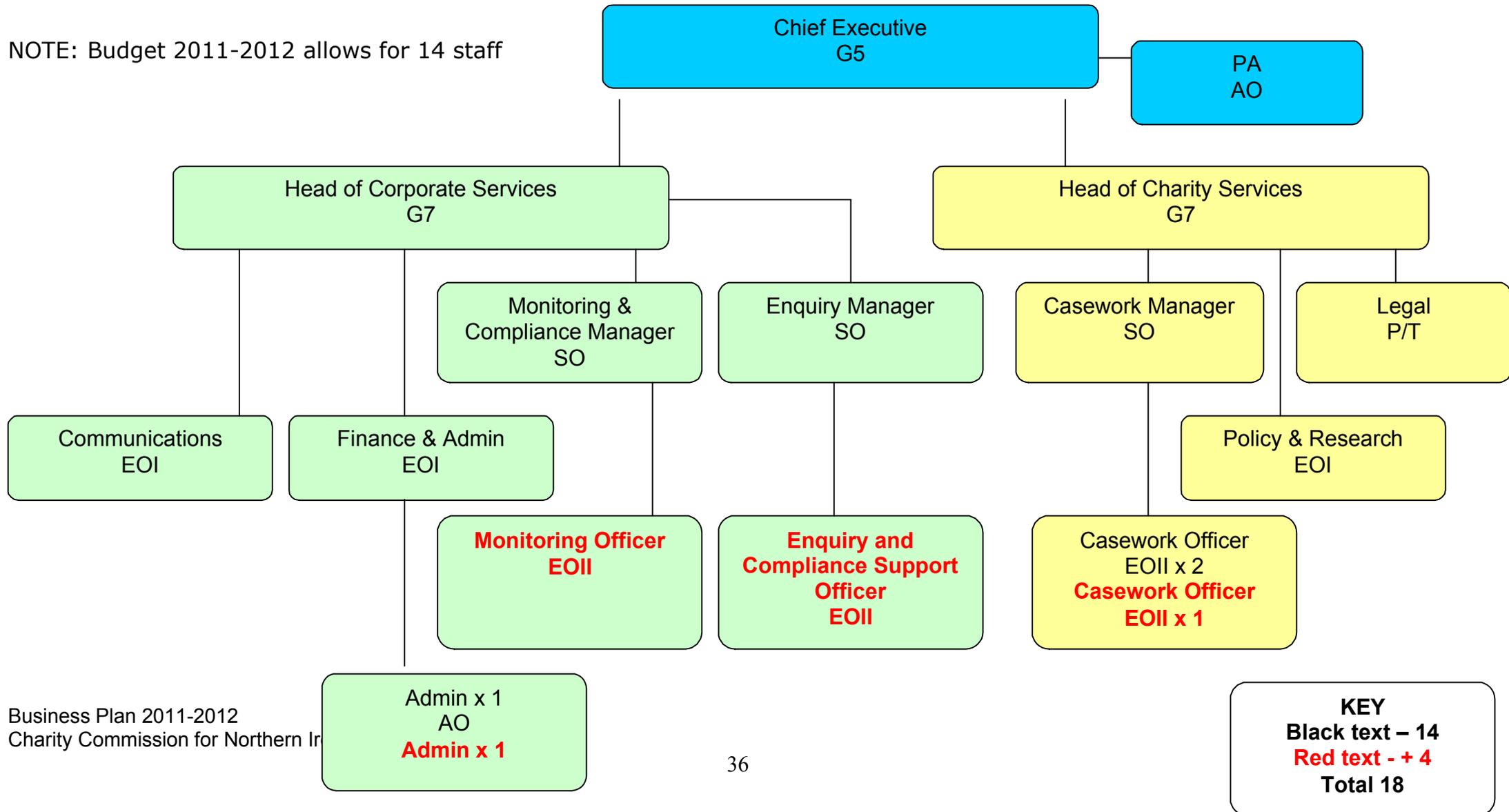
#### Capital budget

All capital funds are bid for separately from the sponsor department on an annual basis. CCNI plan to bid for funds to:

- a) develop vital operational processing IT software
- b) costs associated with a move to permanent premises.

**Annex 2: Staff structure**

NOTE: Budget 2011-2012 allows for 14 staff



**KEY**  
**Black text – 14**  
**Red text - + 4**  
**Total 18**

## Glossary

CCEW	Charity Commission for England & Wales
CCNI	Charity Commission for Northern Ireland
CEO	Chief Executive Officer
CIO	Charitable Incorporated Organisation
CO	Communication Officer
DCRGA	Department for Community, Equality and Gaeltacht Affairs (Ireland)
DEL	Department for Education and Learning
DFP	Department of Finance and Personnel
DHSSPS ITG	Department of Health, Social Services and Public Safety, Information Technology Group
DSD	Depart for Social Development
HoCS	Head of Charity Services
HoCSC	Head of Corporate Services and Compliance
HR	Human Resources
HMRC	Her Majesty's Revenue and Customs
ISA	Independent Safeguarding Authority
IT	Information Technology
NIAO	Northern Ireland Audit Office
NICVA	Northern Ireland Council for Voluntary Action
OSCR	Office of the Scottish Charity Regulator
PSNI	Police Service for Northern Ireland
SORP	Statement of Recommended Practice