



Corporate and Business Plan 2010-2011

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Executive summary

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 new 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 introduced a new regulatory framework for the charitable sector in Northern Ireland. The previous framework, administered by central Government, did not provide for any form of registration and only made limited provisions for enforcement generally. The main objectives of the 2008 Act were to introduce:

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

The aim of these changes will be to provide a 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.

It was decided by the Northern Ireland Assembly that these functions would be best performed at arm's length from the Department, hence the Charity Commission for Northern Ireland now exists by statute as the ongoing vehicle for charity regulation.

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 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. It will be responsive to the charity sector mindful of the need to promote the good work that charities do but also mindful of the need to protect charities from misuse, abuse and mismanagement. It is also important that it develops effective relationships and works in partnership with those engaged in charitable activities. This will involve provision of advice and guidance to assist charities with compliance issues but will also require development of an ethos which promotes confidence in public charitable giving, encourages sharing of best practice and ultimately helps to raise standards.

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Review 2009-2010

This period was one of transition in charity regulation and legislation. 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.

During the year a number of key set-up activities were undertaken by the secretariat formed by DSD to assist in the establishment of the Commission:

- Chair and five Commissioners took up appointments in June 2009, legal commissioner appointed November 2009.
- Temporary website developed.
- Consultation on Public Benefit Guidance completed September – November 2009.
- Memorandum of Understanding to buy into Charity Commission England and Wales front facing on-line registration system.
- Completion of recruitment process to appoint Chief Executive.
- Produced first draft Annual Report, Business Plan and Risk Register
- Established relationships with other charity regulators in the UK, Ireland and Internationally.

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Context

As a Non Departmental Public Body (NDPB), the Commission operates independently and impartially whilst remaining accountable to the Department for Social Development's Minister for its performance and use of public funds. The NDPB model enables the Commission to work independently of government in its day-to-day tasks but within the DSD Minister's broader strategy for charity law reform and regulation in Northern Ireland. The Commission's strategic direction will therefore actively contribute to the Programme for Government objectives:

- 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.

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.

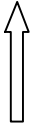
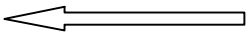
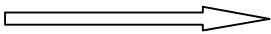
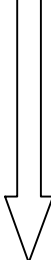
As the Commission is in its first full year of operation, this plan combines the functions of corporate and business plans for the year 2010-11. During this year a full three-year corporate plan will be produced for 2011-14.

Stakeholders

The Commission will work closely through ongoing formal and informal communications with its key 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)
- The Charity Commissioners
- 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)
- Other regulatory 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 businesses such as supermarkets

SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> • New body • Regulatory role • Investigatory role • Recognised need • Assembly backing • Formed by Royal Assent • Relationship with sponsor department • Relationships with other regulators 		<p>Threats</p> <ul style="list-style-type: none"> • Delay in amending legislation • Legislative timetable • Negative media coverage • Government budget cuts • IT – information protection
	<p>CCNI</p>	
<p>Weaknesses</p> <ul style="list-style-type: none"> • No history of regulation in NI • No register of charities in NI • Currently establishing organisation structures, processes and procedures for corporate business • Currently establishing organisation structures, processes and procedures for the operational business • Resources constrained • Full staffing compliment not in place • Time constraints to develop delivery of services • Physical location of Commission to be sourced • Developing communications plan • Loss of knowledge through transition from secretariat 		<p>Opportunities</p> <ul style="list-style-type: none"> • Establish purpose and role in sector • Develop partnerships with key stakeholders, including public, charity sector and media • Consult key stakeholders • Open and transparent • Guardian sector • Increase public confidence • Provide advice and guidance • Affect good practice within charitable sector • Relationship building with other regulators

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.

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.

Objectives

The detailed objectives required to deliver each of our overarching aims have been developed as part of the Commission's operational planning arrangements. Detailed actions, targets and associated operational performance measures for each element of our activity have been identified as part of this process.

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, but 2 options have been planned for: Scenario (a) whereby legislation is through before the end of the calendar year 2010 and Scenario (b) whereby legislation is through by spring 2011.

Aim	Objective
<p>Public confidence objective is to increase public trust and confidence in charities.</p>	<p>1.1 To communicate the work of CCNI effectively. 1.2 To transfer data from HMRC to CCNI on existing charities in NI</p>
<p>Public benefit objective to promote awareness and understanding of the operation of the public benefit requirement.</p>	<p>2.1 To produce public benefit guidance 2.2 To develop a range of guidance and advice</p>
<p>Compliance objective 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 the requirements for the delivery of an effective investigations policy 3.2 To develop and consult on a monitoring programme 3.3 To develop partnerships with key stakeholder bodies</p>
<p>Charitable resources objective is to promote the effective use of charitable resources.</p>	<p>4.1 To develop a participation strategy.</p>

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Aim	Objective
<p>Accountability objective is to enhance the accountability of charities to donors, beneficiaries and the public.</p>	<p>5.1 To develop a register of charities 5.2 To contribute to the development of accounting regulations for the charity sector.</p>
<p>Delivery objective* is to manage the CCNI as an effective and efficient non departmental public body</p>	<p>6.1 To undertake recruitment of staff 6.2 To establish robust operational structures and processes. 6.3 To develop CCNI's operational IT capacity to manage work flow and data processing 6.4 To establish robust internal corporate processes 6.5 To devise and implement appropriate HR policies and procedures 6.6 To put in place appropriate Corporate Governance structures 6.7 To maintain strong working relationships with sponsor department 6.8 To relocate to suitable office premises. 6.9 To establish robust and transparent financial management systems 6.10 To establish robust IT systems</p>

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Objectives, Actions, Measures							
Aim 1							
Public confidence							
To increase public trust and confidence in charities.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
1.1 (a) To communicate the work of CCNI effectively	1. Tender for communications strategy expertise	√				CEO & Board	Integrated communications plan agreed and implementation commenced Positive/regular media coverage
	2. Appoint communications consultants	√				CEO & Board	
	3. Development of communications plan	√				Consultants	
	4. Explore use of an omnibus survey to establish baseline knowledge		√				
	5. Implement communications plan	√	√	√	√		

Aim 1 Public confidence To increase public trust and confidence in charities.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
1.1 (b)	<ol style="list-style-type: none"> 1. Review and update DSD based website until transition 2. Develop content for new CCNI website 3. Staff training on use and management of website 4. Transition to new website 	√				Consultants/ Comms Officer CEO Consultants/IT	New CCNI website style and content uploaded and available for public use

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Aim 1 Public confidence To increase public trust and confidence in charities.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
1. 1 (c)	1. Plan two board meetings to be held outside Belfast		√	√	√	CEO	Two Board meetings per year taken place outside Belfast
1.2 To transfer data from HMRC to CCNI on existing charities in NI	1. Complete negotiations with HMRC 2. Sign MOU and transfer data 3. Clean up and verify data 4. List of organisations previously known as charities available on website	√ √ √		√		Charity Services/IT	List of NI organisations previously known as charities available to public

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Aim 2 Public benefit To promote awareness and understanding of the operation of the public benefit requirement.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
2.1 To produce public benefit guidance	1. Seek legal opinion on public benefit guidance 2. Revised Public Benefit guidance developed 3. Public Benefit guidance consultation	√		√ (a)	√ (b) √ (a)	Communications consultants CEO	Public benefit guidance available
2.2 (a) To develop a range of guidance and advice	1. Develop Registration guidance 2. Publish registration guidance	√		√ (a)	√ (b) √ (a)	Charity Services/IT	Registration guidance available for charitable sector use

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Aim 2 Public benefit To promote awareness and understanding of the operation of the public benefit requirement.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
2.2 (b)	1. Disseminate information to sectoral organisations through seminars and presentations		√	√	√	Charity Services	Completed sectoral organisation seminars

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Aim 3 Compliance To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
3.1 Establish the requirements for the delivery of an effective investigations policy	1. Develop draft enquiry and investigations policy 2. Establish staffing requirements 3. Establish cost to CCNI			√		Corporate Services	Draft policy including staffing and cost implications complete
3.2 To develop and consult on a monitoring programme	1. Investigate secondment opportunities from Charity sector to facilitate/contribute to draft procedures on Monitoring programme 2. Draft guidance for Monitoring Programme 3. Consultation on monitoring programme undertaken 4. Procedures reviewed forwarded to DSD		√			CEO Corporate Services Corporate Services Corporate Services	Monitoring procedures established

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Aim 3 Compliance To promote compliance by charity trustees with their legal obligations in exercising control and management of the administration of their charities.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
3.3 To develop partnerships with key stakeholder bodies	1. Liaise with other bodies eg HMRC, ISA, NICVA and key stakeholders.	√	√	√	√	CEO/Charity Services/Corporate Services	Relations developed, meetings instigated

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Aim 4 Charitable resources To promote the effective use of charitable resources.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
4.1 (a) To develop a participation strategy.	1. Draft participation strategy 2. Consult on strategy 3. Review strategy in light of consultation			√		Corporate Services/Charity Services/Communications Officer	Participation strategy developed
4.1 (b)	1. Investigate secondment opportunities to CCNI from charitable sector to draw on knowledge and expertise.			√	√		Options for secondments from charitable sector understood

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Aim 5 Accountability To enhance the accountability of charities to donors, beneficiaries and the public.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
5.1 To develop a register of charities	1. 20 test registration organisations selected and agreed 2. Develop and test on line registration system (internal and external) 3. Test public benefit guidance 4. Test register guidance 5. Develop and test decision making process 6. Develop and test review process 7. Develop registration hard copy accessible form and guidance	√				Charity Services/IT	Online registration operational and satisfactory
		√	√	√			
					√ (a)		
					√ (a)		
		√	√	√	√		
		√	√		√		
			√		√ (a)		

Aim 5 Accountability To enhance the accountability of charities to donors, beneficiaries and the public.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
	8. Complete testing first 20 registrations 9. Staff training on systems and procedures 10. Launch online registration system 11. Production of internal manuals work flow process 12. Design, develop and introduce workflow software		√	√	√ (a) √ √ (a) √		

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Aim 5 Accountability To enhance the accountability of charities to donors, beneficiaries and the public.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
5.2 To contribute to the development of accounting regulations and disseminate guidance to the charity sector.	1. Participate in the Departments consultation on accounting regulations			√ (a)	√ (b)	CEO/Corporate Services/Charity Services	Publish accounts guidance

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
6.1 To undertake recruitment of staff	1. Devise revised staff structure 2. Agree revised structure with DSD/DFP 3. Appoint temp HR support to assist recruitment process 4. Develop internal recruitment processes, procedures and policies 5. Commence recruitment process	√	√			CEO CEO CEO Temp HR resource Temp HR resource	14 Staff in post

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
6.2 To establish robust operational structures and processes.	1. Devise key internal business processes for functions and powers established - registration, review, tribunal. 2. Devise key internal business processes for investigations 3. Devise key internal business processes for accounts, annual report monitoring	√	√	√	√	Charity Services	Processes operational and functioning satisfactorily

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
6.3 To develop CCNI's operational IT capacity to manage work flow and data processing	1. Develop interim work processing system for registrations 2. Investigate options for bespoke back end work processing system. 3. Make recommendation to Board to purchase work processing system. 4. Purchase system, install and roll out.	√	√	√	√	Charity Services CEO/Corporate Services CEO/Corporate Services Corporate Services/Charity Services	Work processing system operational
6.4 (a) To establish robust internal corporate processes	1. Develop process for dealing and consulting with key stakeholders on the Corporate plan		√			CEO/Corporate Services	Corporate and business plans submitted to DSD. Funding secured to deliver corporate and business plans

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
	1. Develop Corporate plan in consultation with stakeholders 2. Submit Corporate plan to DSD for approval 3. Revise Business plan 2010/2011 and submit to DSD for approval 4. Develop Business plan 2011/2012 5. Seek agreement on 2011/2012 Business plan from DSD/DFP	√	√	√	√		
6.4 (b)	1. Develop key internal policies, schemes and procedures – Fraud, Complaints about service, Freedom of Information scheme, Equality scheme, Health and safety, IT Security	√	√	√	√	Corporate Services	Key internal policies, schemes and procedures operational.

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
6.5 To devise and implement appropriate HR policies and procedures	1. Develop key HR policies – recruitment staff handbook, staff development and training, supervision, performance management system 2. Staff training 3. Implement policies new staff		√	√	√	Temp HR resource & HR & Remuneration Committee	HR systems in place and operating satisfactorily
6.6 To put in place appropriate Corporate Governance structures	1. Regular Board meetings 2. Regular HR and Remuneration Committee meetings 3. Regular Audit and Risk Committee meetings	√	√	√	√	Commissioners/CEO Chair HR/CEO Chair Audit and Risk Committee/CEO	Corporate Governance structures in place and functioning. Risk management system in place

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
	4. Revise risk register and review on ongoing basis 5. Review compliance with MSFM at 6 monthly intervals	√	√	√	√	Audit and Risk Committee/CEO Board	CCNI compliant with MSFM
6.7 To maintain strong working relationships with sponsor department	1. Monthly liaison meetings 2. Provision of monthly and quarterly reports	√	√	√	√	CEO CEO/Charity Services/Corporate Services	Sponsor department informed of progress on regular basis.
6.8 To relocate to suitable office premises.	1. Identify budgetary and business needs/ constraints 2. Identify and investigate co-location options	√	√			CEO/Corporate Services/DSD	Relocation to office accommodation which meets business needs

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
	3. Recommendations to DSD/DFP 4. Move to new premises			√	√		
6.9 To establish robust and transparent financial management systems	1. Secure & appoint temp financial expertise 2. Develop financial management and accounting systems 3. Produce Finance handbook 4. Open separate bank account 5. Address issues raised previous audit 6. Appoint accountants 7. Audited accounts and Annual Reports produced.	√	√			Temp Finance resource	Robust financial management system in place and functioning appropriately

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Aim 6 Delivery To manage the Charity Commission for Northern Ireland as an effective and efficient non departmental public body.							
Objective	Actions	Target 2010/2011				Responsibility	Measurement
		Q1	Q2	Q3	Q4		
6.10 To establish robust IT systems	1. Devise and implement a secure document storage system for CCNI 2. Migrate CCNI IT systems onto a stand alone footing				√	Corporate Services/IT	IT system in place
					√		

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Annex 1:

CCNI 2010/11 Budget submission

<u>Capital Budget</u>	Proposed Budget 2010/11	Revised Budget 2009/10
Capital projects:		
Charity Register database	57,000	116,187
IT systems development	80,000	0
<u>Revenue Budget</u>		
IT Running Costs	54,500	0
Commissioner allowances	18,213	15,583
Staff costs	391,240	224,667
Running costs	199,047	141,413
<u>Total</u>	800,000	497,850

Budget 2010/11 Key assumptions

These figures assume that for the first 6 months of the year, salaries for seconded staff will include the pay award proposed to NIPSA of 3%. Pension provision for seconded staff and directly employed staff is estimated at between 15% and 20%. For directly employed staff there will be no pay increase within this year and starting salaries will be at the bottom of relevant scales, unless exceptional circumstances pertain. Employer's national insurance contribution at 12.8%.

Capital Investment programme: 2010 marks the completion of the development of the online charity register. This will be completed by August 2010. In 2010/11 CCNI will begin and substantially complete development of an IT infrastructure to support workflow management, information storage and data processing. This work will be modelled on the needs of similar charity regulation bodies in other jurisdictions and is necessary to enable to commencement of CCNI's work as per objective 6.3 in our Business plan.

2009/10 comparison: The 2009/10 budget comparisons included in this submission are based on end of year figures from CCNI's audited accounts.

Notes

Capital

Charity Register database: The funding allocation of £57,000 is expected to complete the online charity registration system, associated online Charity Register database and website for the Charity Commission in keeping with CCNI's objectives to communicate the work of CCNI effectively (1.1) and to develop a register of charities (5.1). This stage of development will be completed by August 2010.

IT systems development: Funding allocation of £80,000 for the development of an integrated IT system for CCNI is expected to deliver the ability to manage and track workflow, process applications for charitable status, create searchable databases of decisions and precedents, and process data which is generated by the online registration system. This will deliver business objective (6.3) to develop CCNI's operational IT capacity to manage work flow and data processing.

Depreciation is based on capital cost of £173,000 for the Charity Register, Database and website - depreciated at 10% once the system is available for public use.

Revenue

Commissioner allowances: Commissioner allowances are estimated at £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) plus employer's national insurance contribution at 12.8% (in respect of a portion of the Chief Commissioner's allowance only).

Staff costs: Staff costs are broken down into:	£
Salaries	333,349
Pension costs	57,891

Salary allocation includes:

Employer's superannuation contributions at 20% as advised by NICS pension scheme. (No pension provision has yet been agreed for directly employed staff but current NILGOSC rates of 15.2% have been used as a guide.)

3% increase in annual pay award for seconded staff

Staffing costs are based on:

(April – Sept 2010)

- 1 permanent CCNI employee
- 5 temporary staff (3 months each)
- 7 seconded staff
- 1 staff member on loan at no cost from DSD

(Oct 2010 – Mar 2011)

- 14 permanent staff

Running costs:

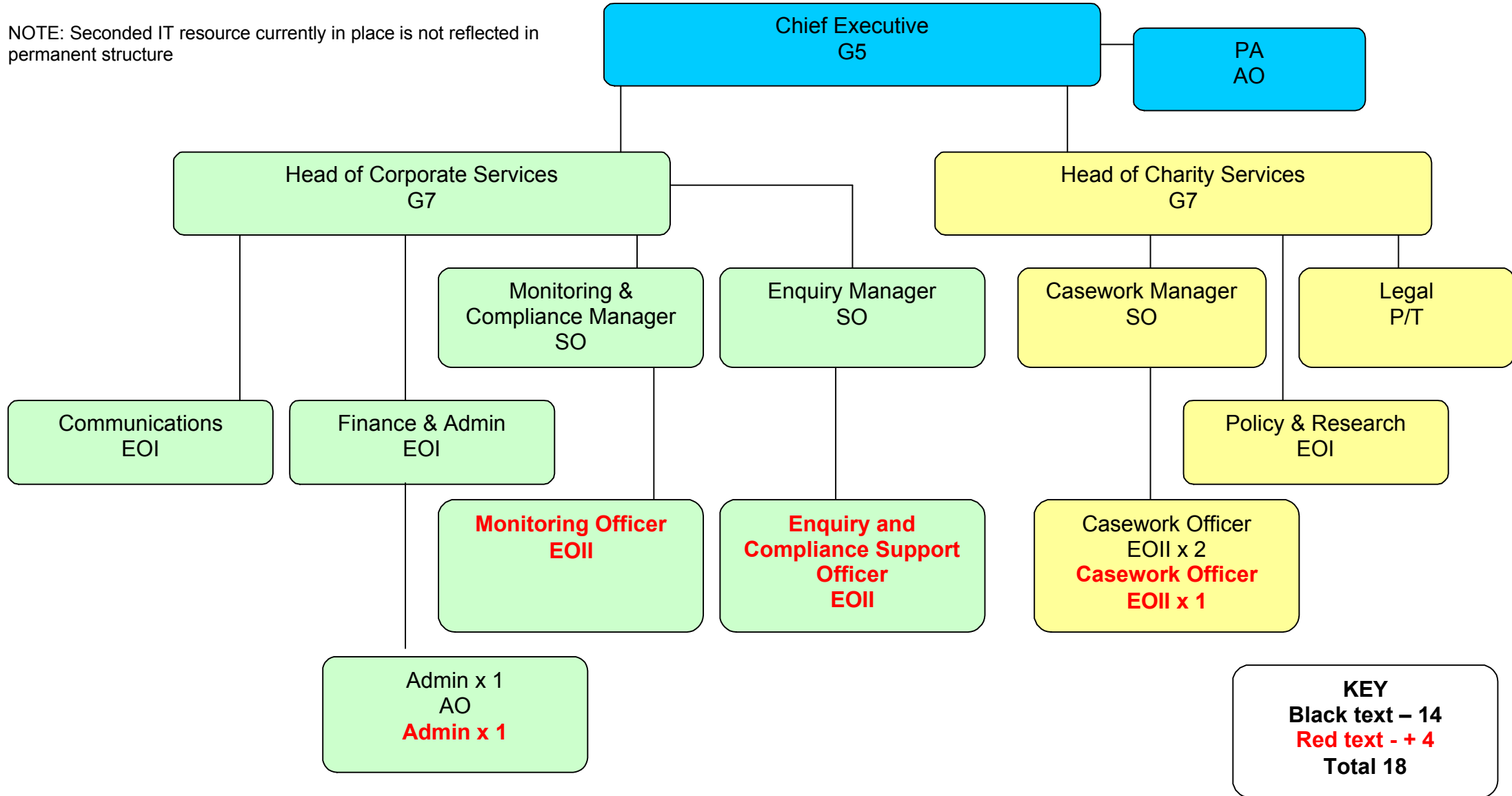
Administration costs have been budgeted on the basis of the actual costs incurred for part of the year 2009/10.

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.

Charity Commission for Northern Ireland Corporate and Business Plan 2010-11

- Annex 2: Proposed staff structure

NOTE: Seconded IT resource currently in place is not reflected in permanent structure



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
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
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