



DARD Corporate Plan 2014-16



2015/16 DARD Annual Business Plan

Incorporating the



Department of
**Agriculture and
Rural Development**

www.dardni.gov.uk

AN ROINN
**Talmhaíochta agus
Forbartha Tuaithe**

MÁNNYSTRIE O
**Fairs an
Kintra Fordèrin**



Ministerial Foreword



I am pleased to present the Department's Corporate Plan covering the period to 2016. We are entering an exciting time for the industry and those living in rural areas as we seek to capture opportunities to grow the economy in the North. The Agri-Food sector represents the best opportunity for the Executive to achieve this goal and I am

resolved to play my part in making growth in the sector a reality.

The last year has been extremely challenging for all those involved in the industry. The Spring Blizzard was a harrowing experience for us all. I was, however, pleased that the Department was able to respond effectively to this crisis and secure the necessary funding to help alleviate some of the hardship faced by farmers. It was also reassuring to see how the community rallied to support each other in such difficult circumstances.

The current Rural Development Programme has been performing well and is having a positive impact on the countryside through sustainable projects which will make a difference to rural dwellers, both in the farming industry and the wider rural community. Axis 3 is now spending well and over 1,800 good projects across the areas of farm diversification, tourism, village renewal, cultural heritage and help for rural businesses have been funded.

As the current Programme for Government (PfG) is to extend to 31 March 2016, my priorities include delivering refreshed PfG Commitments in relation to:

- achieving Officially Brucellosis Free (OBF) status in 2015/16;
- implementing the Strategic Plan for the Agri-Food Sector (including the specific actions falling to DARD);
- continuing to roll out a package to tackle rural poverty and social and economic isolation in the four years to 2015/16;
- advancing the relocation of the headquarters of the Department to rural locations; and
- implementing the new Common Agricultural Policy.

Ministerial Foreword (cont.)

Other key priorities include:

- Completing key flood alleviation Projects, including Beragh and East Belfast;
- Developing a joint Government/Industry long term strategy to eradicate TB and commence its implementation; and
- Launching the new Rural Development Programme (2014-2020).

In addition to these priority work areas, I am committed to ensuring that the Department continues to deliver outcomes on its statutory equality duties and that it provides its rural customers with accessible services to the highest possible standards fully meeting their diverse needs. I am, therefore, pleased that the Plan includes a section dedicated to improved delivery of the Department's services – DARD 2020. I am confident that the actions identified in the Plan will have a positive outcome as we move to provide an increasing number

of our services on-line. This will provide access to services 24 hours a day.

The financial pressure on resources will likely remain difficult, particularly given the challenges ahead of us to grow the sector. Significant investment will be required and I intend to seek commitment on this from the Executive and support from my Ministerial colleagues as well as other stakeholders, including the ARD Committee.

I am extremely appreciative of the commitment to public services demonstrated by staff across the Department and its associated bodies in helping me deliver real benefits to all our people. I am also grateful to the ARD Committee for providing advice to me and my officials and for working with us in a spirit of partnership.

The Department delivers a wide array of services and functions for the general public. The key to success is the maintenance of strong partnership

arrangements at local levels. During my time as Minister I have been encouraged by the positive working relationships with stakeholders and I see this as a strong basis to support further growth in the industry. Effective Communications will be crucial and I have asked the Department to consider what more can be done in this area.



Michelle O'Neill MLA
Minister of Agriculture and Rural Development

Réamhrá an Aire



Is cúis áthais dom é Plean Corparáideach na Roinne don tréimhse go dtí 2016 a chur i láthair anseo. Is tréimhse spreagúil é seo don tionscal agus dóibh siúd atá ina gcónaí i gceantair thuaithe ós rud é go bhfuilimid ag iarraidh deiseanna a thapú chun go dtiocfaidh méadú ar an ngeilleagar ó Thuaidh. Is san earnáil agrairbhia a bheidh an deis is fearr ann chun go mbeidh ar chumas an Fheidhmeannais an sprioc seo

a bhaint amach agus déanfaidh mise mo dhícheall chun go dtarlóidh seo gan teip.

Bliain an-dúshlánach a bhí ann do gach duine a bhí bainteach san earnáil. Eispéaras uafásach a bhí i síobhadh sneachta an earraigh dúinn go léir. Bhí áthas orm, áfach, go raibh an Roinn ábalta freagairt go héifeachtach don ghéarchéim seo agus cistiú cuí a aimsiú chun deacrachtaí na bhfeirmeoirí a mhaolú. Ba chroíúil an radharc é an tacaíocht a léirigh an pobal dá chéile sna cúinsí fíordheacair seo.

Tá ag éirí go maith leis an gClár reatha um Fhorbairt Tuaithe agus tá tionchar dearfach le feiceáil faoin tuath de bharr thionscadail inbhuanaithe a dhéanfaidh difríocht do chónaitheoirí tuaithe agus don phobal tuaithe i gcoitinne. Tá Ais 3 ag dáileadh amach airgid mar is cóir agus tá breis agus 1,800 tionscadal maith maoinithe aige i réimsí cosúil le héagsúlú feirme, an turasóireacht, athnuachan bhaile, an oidhreacht chultúrtha agus tacaíocht do ghnólachtaí tuaithe.

Leanfaidh Clár reatha an Rialtais go dtí 31ú Márta 2016 agus beidh sé mar phríomhaidhm agam gealltanais athnuaithe an Chláir a sheachadadh maidir leis na rudaí seo a leanas:

- Stádas Oifigiúil Saor ó Bhrúsallóis a bhaint amach i 2015/16;
- An Plean Straitéiseach don Earnáil Agrairbhia a chur i bhfeidhm (na sainghníomhaíochtaí a bhaineann leis an RTFT san áireamh);
- Leanfaimid orainn ag dul i ngleic go céimneach leis an mbochtanas tuaithe agus an aonrú sóisialta agus eacnamaíoch go dtí 2015/16;
- Leanfaimid orainn le hathlonnú cheanncheathrú na Roinne go dtí ceantair thuaithe; agus
- An Comhbheartas Talmhaíochta nua a chur i bhfeidhm.

Réamhrá an Aire

I measc phríomhthosaíochtaí eile áirítear:

- Críoch a chur leis na heochairthionscadail maolú tuilte, Bearach agus Oirthear Bhéal Feirste san áireamh;
- Forbairt a dhéanamh ar Straitéis fadtéarmach Comh-Rialtas/Tionscal chun an Eitinn a dhíothú agus tús a chur le feidhmiú na straitéise seo;
- An Clár nua um Fhorbairt Tuaithe a lainseáil (2014-2020).

De bhreis ar na réimsí oibre seo, tá mé tiomanta go leanfaidh an Roinn uirthi ag soláthar torthaí maidir lena dualgaisí comhionannais reachtúil agus ag cur seirbhísí inrochtana den scoth ar fáil a chomhlíonann riachtanais éagsúla na gcustaiméirí tuaithe. Mar sin, is cúis sásaimh dom é go bhfuil alt sa Phlean a dhéileáileann go sonrach le feabhas a chur ar sheachadadh sheirbhísí na Roinne – RTFT 2020. Tá mé sásta go n-eascróidh tortha dearfach as na gníomhaíochtaí atá

sainaitheanta sa Phlean agus muid ag bogadh i dtreo tuilleadh seirbhísí a chur ar fáil ar-líne. Sa chaoi seo beidh teacht ar sheirbhísí 24 uair sa lá.

Is dócha go leanfaidh an brú airgeadais ar acmhainní, go háirithe nuair atá sé mar dhúshlán againn go dtiocfaidh méadú ar an earnáil. Beidh gá le hinfheistíocht shuntasach agus beidh mé ag lorg gealltanais maidir le seo ón Fheidhmeannas agus tacaíocht ó mo chomh-airí agus ó pháirtithe leasmhara eile, an Coiste TFT san áireamh.

Is mór agam an tiomantas do sheirbhísí poiblí atá léirithe ag an bhfoireann sa Roinn agus i gcomhlachtaí comhlachaithe eile a chuidigh go mór liom fíorthairbhí a sholáthar do dhaoine. Tá mé buíoch freisin as an gcomhairle a thug an Coiste TFT dom féin agus do m'oifigigh agus as an spiorad comhpháirtíochta a bhí ann agus muid ag obair le chéile.

Cuireann an Roinn réimse mór seirbhísí agus feidhmeanna ar fáil don phobal i gcoitinne. Chun go mbeidh dea-thoradh ar ár gcuid oibre ní mór go mbeidh socraíochtaí comhpháirtíochta láidir ann ag an leibhéal áitiúil. I rith mo théarma mar Aire, ba chúis misnigh dom é an caidreamh oibre dearfach le páirtithe leasmhara agus feictear dom gur bunús láidir é seo chun tuilleadh tacaíochta a chur ar fáil don tionscal. Beidh sé rithábhachtach go mbeidh cumarsáid éifeachtach ann agus tá mé tar éis fiafraí den Roinn cad eile is féidir a dhéanamh maidir le seo.



Michelle O'Neill CTR
Aire Talmhaíochta agus Forbartha Tuaithe

Forethocht o tha Männystèr



A'm hert-gled tae pit forrit tha Männystrie's Claught Ettlin takkin in tha while up tae 20an16. We'r gan intil steerin days fur tha hannlin an yins leevin in kintrie pairts, sin we'r leukkin tae tak tha guid o inlats fur heezin tha siller-gates in tha Noarth. Tha Fairm-Mate shaidin gies tha best inlat fur tha Heich Cooncil tae wun til this ettlin an A'm gaen hale-heidit fur daein ma pairt in

makkin tha heezin o tha shaidin cum about. Tha towmond jist by haes bin an owre-ocht hobble fur aa tha yins 'at taks tae tae wi tha hannlin. Tha Ware Stour wus a hert-scaad fur aabodie. A wus hert-gled, bot, 'at tha Männystrie wus fit tae yokk til this mishantèr gye an weel an tae grup tha sillerin necessar tae len a lift tae sowther a feck o tha mishantèr tholed wi tha fairmers. Forbye, it wus sootherin tae leuk tha wye tha resydentèrs gaihert thairsels furtae nibor ither in sic sair daeins.

Tha Lannwart Oncum Ontak haes bin daein gye an weel an bes giein a heeze til tha lannwart airts wi throu-bearin ploys 'at kintrie fowk wull hae tha guid o, baith in tha fairm hannlin an tha hale feck of resydentèrs oweraa. Noo Exis 3 bes warin weel an mair nor 1,800 guid ploys athort tha airts o fairm sindèrin, reengin, clachan replenishin, heirskip an heezin fur lannwart consarns haes got sillert.

Seein tha Ontak fur Govermin (OfG) thenoo is gan tae be streekit tae 31st o Mairch 20an16, tha ontaks 'at recks gyely fur me taks in implimentin tiftit OfG Thirlins effeirin til:

- wunnin til Homologatit Brucellosis Redd (HBR) stannin in 20an15/16;
- implimentin tha Roadin Ploy fur tha Fairm-Mate Shaidin (takkin in tha particler daeins faain til MFKF);
- haudin til rowlin oot a bunnle o ontaks fur reddin kintrie puirtith an mislieness adae wi mellin an sillerin in tha fower yeir tae 20an15/16;
- fordèrin tha flittin o tha heid offys o tha Männystrie til lannwart airts; an
- implimentin tha new Claught Fairms Roadin.

Forethocht o tha Männystèr

Ither heid ontaks taks in:

- Throchin heid spate sowtherin Ploys, takkin in Beragh an Aist Bilfawst;
- Graithin a claught Govermin/Hannlin lang tack roadin furtae dae awa wi TB an stairt tae implyment it; an
- Pittin tha new Lannwart Oncum Ontak (20an14 tae 20an20) in heid.

Forbye thae foremaist warkin airts, A'm thirt tae makkin siccar 'at tha Männystrie hauds tae ootpittin ootcums oan its laa-gart jonick dargs an 'at it aises tha kintrie fowk cummin til't wi aisie gat fennin o a by-ordnar heich stannèrt, fu shuitin thair sindèrie waants. Syne, A'm aa made up 'at tha Ploy taks in a shaidin effeirin til fordèrt ootpittin o tha Männystrie's fennin – MFKF 20an20. A'm lippenin 'at tha daeins pit forrit in tha Ploy wull wark oot weel, wi iz cheyngin til ootpittin mair an mair o oor fennin owre tha wab. Thir wull gie ingang til fennin 24 oors ilka day.

Haudin doon o sillerie plenishin wull aply stey sair, abune aa seein thar's hobbles afore us tae heeze tha shaidin. It'll tak iz tae hae muckle sillerin an A'm mintin at leukkin thirlin anent thon frae tha Heich Coouncil an fennin frae ma billies in tha Männystrie, forbye ither yins 'at leuks tha gate o't, takkin in tha FKF Committee. A'm owrelie thankfu fur tha thirlin tae patent fennin kythed wi tha darg-ban athort tha Männystrie an its complutherin curns in giein me a lift tae pit leal guid tae tha han o aa oor fowk. Forbye, A'm thankrife tae tha FKF Committee fur giein me an ma offysers thair wyce an fur warkin wi iz in a niborin wye.

Tha Männystrie ootpits a braid reenge o fennin an dargs fur tha resydentèrs oweraa. Tha wye tae be guid gaun is tae uphaud strang fettlin fur niborin amang fowk nearhan ither. Throch ma day as tha Männystèr A hae gat a lift frae tha hertsome trokin mellin wi yins 'at leuks tha gate o oor wark an A alloo this bes a strang steid fur uphaudin mair oncum in tha hannlin. It wull reck gyely 'at thar's feckfu Traffeckin, an A

hae speired o tha Männystrie tae cast owre whut the'll can dae mair anent this.



Michelle O'Neill MLA
Männystèr o Fairms an Kintrie Fordèrin

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Introduction

This two year Corporate Plan (2014-16) sets out the key priorities and objectives for the Department of Agriculture and Rural Development (DARD). The Plan outlines the strategic direction of the Department and is supported by an Annual Business Plan, developed at the start of each financial year.

The Department's Vision and Aim, as set out in the recently published DARD Strategic Plan 2012-2020, are as follows:

Vision

A thriving and sustainable rural economy, community and environment to promote social and economic equality.

Aim

To be a Department that works with stakeholders, builds partnerships, tackles disadvantage and values its staff; strives to work efficiently, responds quickly to change and focuses on achieving sustainable outcomes.

In order to achieve the Departmental Vision we want to see a more efficient and competitive agri-food industry with joined up supply chains that maximise economic benefits for everyone from primary production to final processing. This aligns with the vision and recommendations set out in the Agri-Food Strategy Board (AFSB) report 'Going for Growth'. Overseeing the implementation of the Executive's agreed Action Plan, including those falling to DARD, will be a key priority for us over the period of this Plan. We also want to see a rural community which has equitable access to services, is a place where people want to live, work and visit.

We will continue to work to ensure that the services which we deliver, and the ways they are delivered, promote sustainability, achieving a proper balance between economic, environmental and social needs. Effective partnership working is an increasingly important issue for the Department. We will continue to engage with a wide range of stakeholders from the agri-food business; community, voluntary

and environmental sectors so that their views inform our policy making and service delivery.

Functions

The range of functions that DARD and its Arms Length Bodies provide (see *Figure 1 opposite*) can be grouped under the headings of "**Programmes**", "**Projects**", "**Services**" and "**Research**", and include the following:

- Rural Development;
- Agri-Food Education;
- Agri-Food Research;
- Regulatory Compliance with the EU requirements for animal health, movement and welfare and plant health;
- Regulatory Compliance with measures relating to food production and processes, on-farm and in food processing establishments, on behalf of the Food Standards Agency;

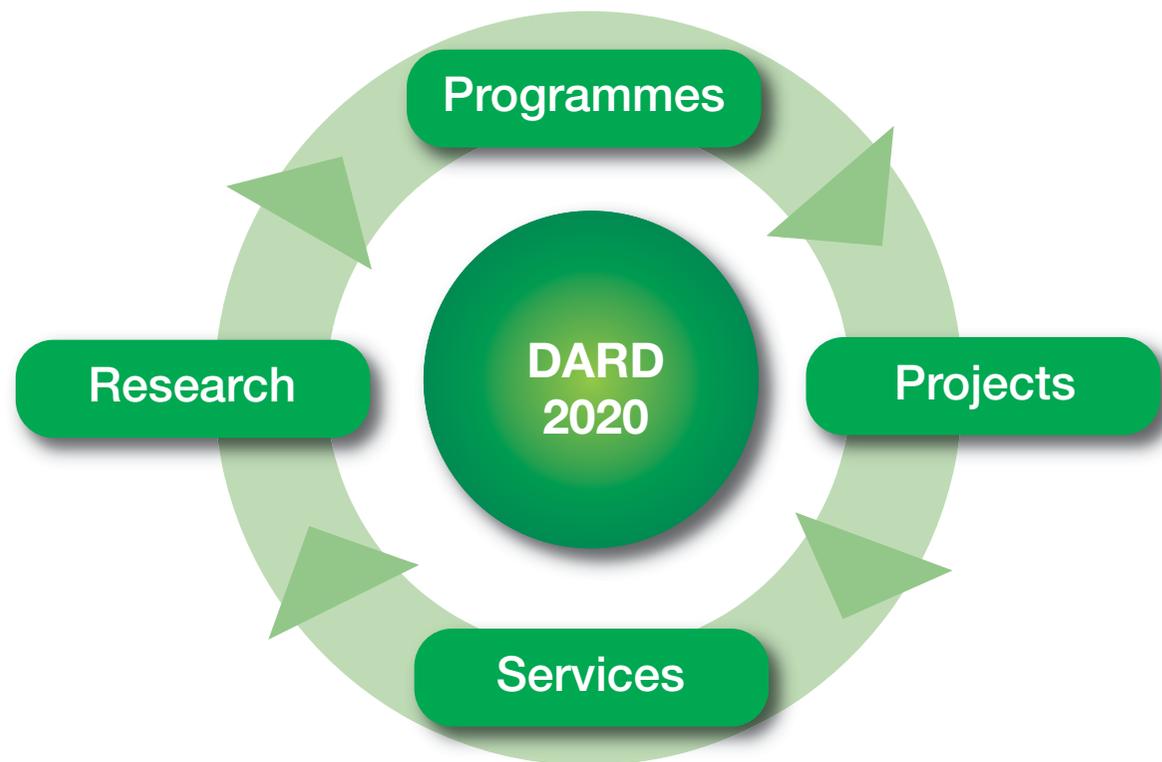
Introduction (cont.)

- Agri-environment;
- Flood risk management;
- Implementation of forestry policy; and
- Tackling rural poverty.

This plan sets out the delivery mechanisms used in carrying out the wide range of functions for which the Department is responsible and also addresses the strategic planning context which prevails.

We employ approximately 3,000 people to deliver the services and functions we are responsible for. We aim to ensure that all staff have the support, training and motivation to do their jobs and to help us grow in capability and competence as an organisation. During the period of this Plan we will continue to progress the work necessary to relocate the Department's headquarters to Ballykelly, Forest Service HQ to County Fermanagh, Fisheries Division to South Down and Rivers Agency to the Loughry campus in a cost effective way.

Figure 1: DARD's Functions



Introduction (cont.)

Finance

The Department has a Resource budget of **£205.9 million** and **£34.4 million** Capital for 2015/16. A breakdown of these 2015/16 allocations is set out at **Annex B** to this Plan. Together the Budget settlement (including the Department's Savings Delivery Plan), the Programme for Government and Departmental targets set the primary framework for the delivery of the Department's functions. The Plan highlights that, in common with other public sector organisations, the Department faces

unprecedented pressures going forward.

Equality

As a public authority, DARD has statutory equality obligations to meet under Section 75 of the NI Act 1998. We take these responsibilities seriously, and work hard to ensure that equality and good relations considerations are a core part of our business functions and all decision-making processes. Our Equality Scheme and Audit of Inequalities set out the actions the Department has promised to take to

meet its equality obligations. We are also committed to meeting the Department's sustainable development and rural proofing obligations.

In addition to identifying Key Milestones for the 2 year period of this Corporate Plan, a specific Annual Business Plan for the Department for 2015/16 is attached at **Annex A**.



Strategic Goals

DARD's role can be summarised under its 4 Strategic Goals, and 1 underlying Goal, as follows:

1. To help the Agri-Food industry prepare for future market opportunities and economic challenges.

The Department will encourage the development of sustainable, profitable and joined-up supply chains throughout the Agri-Food industry, based on efficient and competitive production systems.

2. To improve the lives of farmers and other rural dwellers targeting resources where they are most needed

We will promote equality of opportunity and good relations for farmers and other rural dwellers. We will tackle rural poverty and social isolation by working with the Executive, other Departments and Agencies, and rural stakeholders. The Department will provide a range of services including technical advice and support focused on the farm family

household. We will also take steps to help the wider rural community and under-represented groups to benefit from funding programmes and initiatives such as the Tackling Poverty and Social Isolation Programme.

3. To enhance animal, fish and plant health and animal welfare on an all Ireland basis.

The Department will develop policy and effective partnerships which support implementation of and compliance with agri-food legislation, to improve and protect animal (including fish) and plant (including tree) health and animal welfare standards, in support of the competitiveness of the farming sector. We will promote the benefits of a preventative approach to animal health and welfare on an all island basis. While lead policy responsibility for food safety rests with the Department of Health and the Food Standards Agency, DARD will play its specific role in implementing a programme of inspection, sampling,

enforcement, licensing and guidance in relation to food safety. Finding sustainable solutions to utilise poultry litter is an important issue for our Agri-Food sector. DARD is working jointly with DETI, InvestNI and the Strategic Investment Board on the Sustainable Use of Poultry Litter (SUPL) project which aims to assist the poultry industry in finding long term sustainable and viable options for utilisation of poultry litter.

4. To help deliver improved sustainable environmental outcomes.

While lead policy responsibility for the environment in Northern Ireland rests with the Department of the Environment (DOE), DARD has a distinctive contribution to make. DARD aims to encourage farming, forestry and fishing methods which help to conserve and enhance the rural and marine environments. Reducing the intensity of greenhouse gas emissions from the agri-food sector will help it to operate in a more efficient and environmentally

Strategic Goals (cont.)

sustainable way. DARD is working increasingly closely with DOE on issues of common interest to achieve a joined-up approach and deliver environmental improvement and sustainability without imposing disproportionate costs. DARD is the Competent Authority for the implementation of the EU Floods Directive and the Rivers Agency is developing Flood Risk Management Plans in close co-operation with the Office of Public Works (OPW) to ensure the risk from flooding is managed with the objective of a consistent and sustainable approach across all Ireland.

DARD also has the following underlying Goal:

5. To manage our business and deliver services to our customers in a cost effective way.

By delivering better services to its customers, the Department will achieve its Aim. The Department will work to defined standards for its services,

operating within the resources allocated to it, reflecting its obligations to the taxpayer and other stakeholders as well as its aspirations to satisfy customers. To increase all Ireland co-operation and development to deliver innovative and efficient public services.

Figure 2: DARD's Strategic Goals



Planning Context

Operating Environment

The successful devolution of powers to the Assembly has created a political environment in which the Department develops and delivers important public services that meet the Executive's specific priorities and circumstances. The key priority is to grow and rebalance the economy in a challenging economic climate.

This Corporate Plan prioritises delivery of our commitments under the Programme for Government. We will continue to build relationships with the EU to the benefit of service delivery to the public and build on a close working relationship with the Committee for Agriculture and Rural Development, which plays an important role in scrutinising our policies and activities. We will also build further on the existing strong working relationships which exist within the UK and with the South, both directly with the relevant Departments in London and Dublin and through the British Irish Council and North-South Ministerial Council arrangements.

Programme for Government

The Corporate Plan reflects, and is informed by, the Programme for Government (PfG) for 2011-16 which sets out the priorities and commitments agreed by the Executive. The PfG identifies the actions the Executive will take to deliver its number one priority – a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations. The PfG 2011 – 2016 has 5 key strategic, interconnecting and inter-dependent priorities:

Priority 1 – growing a sustainable economy and investing in the future;

Priority 2 – creating opportunities, tackling disadvantage and improving health and well-being;

Priority 3 – protecting our people, the environment and creating safer communities;

Priority 4 – building a strong and shared community; and

Priority 5 – delivering high quality and efficient public services.

These 5 Priorities are supported by a framework of strategic key commitments. DARD has responsibility for the delivery of 5 of these key commitments as follows:

Priority 1 - PfG Commitment 23: Eradicate Brucellosis in cattle by March 2014 and achieve Officially Brucellosis Free (OBF) status in 2015/16;

Planning Context (cont.)

Priority 1 - PfG Commitment 24: With the industry and other stakeholders, implement the Strategic Plan for the Agri-Food Sector (with DETI);

Priority 2 - PfG Commitment 46: Bring forward a £17m package to tackle rural poverty and social and economic isolation in the four years 12/13 - 15/16;

Priority 2 - PfG Commitment 47: Relocate Fisheries Division to South Down, Rivers Agency to Loughry Campus and Forest Service HQ to Co. Fermanagh and let the contract to construct new buildings at Shackleton Barracks Ballykelly to accommodate the new DARD headquarters; and

Priority 1 - PfG Commitment 87: Introduce arrangements for the implementation of the new Common Agricultural Policy(CAP) and commence payments under the new rules.

The Investment Strategy NI (ISNI)

The investment Strategy identifies priority areas for infrastructure investment in the years to 2021. The majority of DARD's future investment falls within the Social and Environmental Pillars. Further information on individual projects can be accessed by using the following link:

http://www.sibni.org/investment_strategy_for_northern_ireland_2011-2021.pdf

The Northern Ireland Economic Strategy (NIES) 2020

The NIES 2020 aims to improve the economic competitiveness of the Northern Ireland economy and sets out how the Executive plans to grow a prosperous local economy over the short, medium and longer term. Agri-Food is highlighted within the Economic Strategy as one of the five areas with the greatest potential for growth. There are a number of actions in this document directly relevant to DARD, including the development of an Agri-Food Strategy and Action Plan and progress towards delivering these is monitored through the Department's annual Business Planning and Reporting process to the Departmental Board.

Key Strategic Issues Specific to DARD in 2014-16

The key strategic issues facing the Department in the two year period of this Corporate Plan, taking account of the Department's Strategic Plan to 2020 and commitments made within the Programme for Government, are as follows:

Budget

We have now completed the Budget process for the 2015-16 financial year. As a result of this process the Department will need to deliver savings of £29.9m or a 15% reduction in our Resource expenditure.

[This financial position is unprecedented in the history of the Public sector in the North and has required difficult choices to be made across all areas of the Department in a short order of time.

The financial decisions have been shaped by the Ministers key priorities as set out below.

A summary of the Departments savings plans is set out in the tables below. As well as protecting the Ministers key policy objectives the Department has looked at opportunities to improve the efficiency of the operations as well as seeking alternative funding streams.

We are entering a period of significant change for the Public sector. This change will include the establishment of a new Department as well as a reduction in the number of staff.

The financial position necessitates the need to scrutinise all aspects of the Departments operations in search of ever greater efficiency gains, as well as considering lower priority measures to be discontinued and alternative funding options.

This process will be informed by a series of reviews that will initially consider Inspections, advisory, customer channels and Corporate Services.

Voluntary Exit Scheme

In tandem we will utilise the Voluntary Exit Scheme to reduce the current staffing levels in line with the proposed operating model for the Department. At this juncture we have estimated approximately 300 staff will leave the Department in September 2015. This estimate is subject to staff in post as well as progress on the new Target Operating Model.

Business areas are working towards a target of 10% headcount reductions and some posts have been identified, with further decisions to be taken in the coming months.

Key Strategic Issues Specific to DARD in 2014-16 (cont.)

Budget Reduction Measures			
Action	Target £m	Action	Target £m
Reduce General Running Costs	3.0	Total Staff Reductions	5.6
Reduce Estate Maintenance	0.7	Rural Development Programme (RDP)	9.1
Total Cost Reductions	3.7	AFBI Approved Work Programme	3.0
Increased EU Veterinary Fund Receipts	4.0	Tackling Rural Poverty and Social Isolation (TRPSI)	1.7
Increased AFBI Income	2.0	Animal Disease Programme	0.8
Total Raising Additional Revenue	6.0	Total Scaling Back Programmes	14.6
Total Budget Reductions Total: £29.9m			
Capital Allocations Description	£m	Capital Allocations Description	£m
Headquarter Relocations	4.2	CAP Reform ICT	5.3
Tackling Rural Poverty and Social Isolation (TRPSI)	1.7	NI Food Animal Information System (NIFAIS)	1.7
Rural Development Programme (RDP)	1.8	Total IT Systems	7.0
Rivers Agency – Flood Alleviation	8.5	CAFRE Building Improvements and PVM	1.9
GfG- Farm Business Improvement Scheme (FBIS)	2.0	AFBI Analytical Equipment and PVM	1.9
DARD Direct Strabane	1.1	AFBI Estate Development	0.5
Fisheries	1.5	Forest Service	2.0
INTERREG and Foyle, Carlingford & Irish Lights Commission (FCILC)	0.3	Total Recurring Capital	6.3
Total Programmes	21.1		
Total Capital Allocations £34.4m			

Key Strategic Issues Specific to DARD in 2014-16 (cont.)

HQ Relocation:

We will continue to progress the work necessary to relocate the Department's headquarters to Ballykelly, Forest Service to County Fermanagh, Fisheries Division to South Down and Rivers Agency to the Loughry Campus in a cost effective way.

The main activities will be in two parts: the first being the preparation of modern fit for purpose accommodation at each of the four sites and second ensuring that each of the four new headquarters is staffed with the appropriate numbers of skilled staff to ensure that the Department continues to deliver the high level of service that our customers have come to expect. The preparation of the accommodation will involve developing, and obtaining approval of, individual business cases for each relocation. In parallel, we will implement a HR Strategy to manage the people element of the four Relocations that will include staff retention, redeployment, resourcing vacancies (recruitment) and knowledge and skills.

Implementation of Going for Growth:

The Department has an important role to play in addressing the wider economic challenge to grow and re-balance the Northern Ireland economy. The 'Going for Growth' Strategic Action Plan identified 118 recommendations to be implemented by industry and Government. DARD is involved in delivering on approximately 80 of the recommendations and leads on around half of these. This will require significant investment and a change in approach by all involved. In conjunction with the industry and stakeholders we will seek to provide an integrated and balanced approach to investment that supports the development of the economy and improves profitability, job creation and access to the global market place. This will be a key aim as we take forward implementation of the Executive's response to 'Going for Growth'.

The Agri-Food Strategy Board will remain in place until 2015 to oversee implementation of the Executive's response to *Going for Growth*. This Strategic Action Plan aims to grow a sustainable, profitable and integrated agri-food supply chain, focused on delivering the needs of the market. DARD will, jointly with DETI, monitor progress of the Executive-endorsed cross departmental Action Plan in response to *Going for Growth* and ensure that the Agri-Food Strategy Board receives regular reports on progress to assist in its oversight role. Subject to resources, DARD will as far as possible also support industry implementation.



Key Strategic Issues Specific to DARD in 2014-16 (cont.)

CAP Reform:

Reform of the Common Agricultural Policy will have a significant impact on how the Department works to achieve its strategic goals. The political agreement reached between the European Parliament and Council was finalised in September 2013, when outstanding CAP related EU budget issues were resolved. The agreement reached secured positive outcomes for the local industry compared with the original Commission proposals, and the options available to the Department under the agreed regulations are numerous and wide ranging in nature. Building on the work that had gone before, there was a continuing need to ensure that the DARD position was robustly represented in the remaining EU discussions on delegated and implementing acts on CAP Reform and that the necessary clarification on EU legislation was obtained from the EU Commission. Securing the best outcome for local needs in these remaining negotiations and deciding on which policy options to implement were top priorities for the Department in 2014.

CAP Reform will result in significant change to area-based schemes delivered by the Department, impacting on its arrangements for administration, for payment and importantly for control. The new arrangements will be more complex and this will require major structural changes to procedures and systems and its approach to engaging with its customers and stakeholders in order to ensure an efficient and effective system that is not vulnerable to significant audit criticism. In line with the target set out in the DARD 2012 – 2020 Business Strategy to deliver services electronically, the Department is adopting ‘digital’ as the primary method for delivering area-based schemes. This will mean that scheme delivery arrangements will be designed to optimise the efficient and effective use of an electronic channel rather than paper which until now has been our primary channel.

The support available under the 2007-2013 Rural Development Programme and the future programme of support for 2014-2020 are vitally important in delivering the Department’s Strategic Goals. The 2014-2020 Rural Development Programme is developed under Pillar 2 of the Common Agricultural Policy to support the agri-food industry through promoting sustainable growth and competitiveness. The programme will be a key vehicle for delivering many of the actions falling to DARD within the Executive’s response to *Going for Growth*. Management of our natural resources to improve biodiversity and to mitigate climate change will remain a high priority through the agri-environment and forestry schemes. We will continue to support our broader rural areas through business support and by tackling rural poverty and social isolation through the provision of key basic services.

Key Strategic Issues Specific to DARD in 2014-16 (cont.)

Common Fisheries Policy:

The new Common Fisheries Policy agreed last year by Council and Parliament is effective from 1 January 2014. The reformed CFP seeks to bring fish stocks back to sustainable levels, put an end to wasteful fishing practices, and create new opportunities for jobs and growth in coastal areas. It focuses on banning discards, decentralising decision making, prioritising aquaculture, supporting small scale fisheries, improving the scientific knowledge on the state of stocks, and taking responsibility in foreign waters through the EU's international agreements.

The reformed CFP provides greater opportunities for a regionalised approach to fisheries management which will involve Member States with an interest in particular sea areas working to devise long-term management plans for the fisheries exploited by their fleets. DARD will be working closely with its southern counterparts on a multi-species management plan for the Irish Sea.

Good progress has been made by the local industry to identify and deploy highly selective fishing nets that minimise the impact on species such as cod. It is acknowledged however that more can be done to reduce unwanted by-catches in the Irish Sea prawn fishery and that it is necessary to do so to meet new landing obligations set down in the reformed CFP. The Department will be working with the fishing industry on these developments and providing financial support to help the industry find the right technical solutions. It is anticipated that the new financial instrument for the reformed CFP, the European Maritime and Fisheries Fund, will be available from late 2015. Spending under the current European Fisheries Fund (EFF) programme will continue until all obligations have been met.

Animal Health & Welfare:

We will continue to maintain partnerships to help improve animal health and protect the food chain. A Strategic Partnership Group is in place to develop a Government/Industry

long term strategy to eradicate TB. We will promote a pro-active, risk-based and preventive approach. Stakeholders will take more responsibility for improving standards, and for protecting society and the economy from the risks of animal disease and contamination of the food chain. We plan to continue our partnership approach to animal health and welfare that supports industry-led herd health programmes to eradicate and/or control production diseases.

Plant Health & Forestry:

We will continue to maintain a high plant health status, with particular emphasis on monitoring for emerging disease risks to grassland and arable crops, horticulture and forestry. We have responsibility for forests, and we want to continue to work with partners to improve access and facilities for the public, including through the development of better caravanning and camping facilities and other recreational pursuits. We would also want to explore the potential for the generation of electricity from wind power at some forest sites.

Key Strategic Issues Specific to DARD in 2014-16 (cont.)

Wider Rural Community:

We want to be an advocate within Government for the needs of the wider rural community. We want to promote and provide guidance on the issues facing rural communities, through Rural Proofing. We want to co-ordinate, across Government, the delivery of the Rural White Paper Action Plan for the benefit of rural communities. We want to deliver the Rural Development Programme in a timely and effective way, by helping to ensure that the funding assists the rural community to emerge from the economic difficulties of the past few years. We want to tackle rural poverty and social isolation by funding projects which help with that and by working with other Departments.

Flood Alleviation:

DARD is the Competent Authority for the implementation of the EU Floods Directive and the Rivers Agency is developing Flood Risk Management Plans in close cooperation with the Office of Public Works (OPW) to ensure the risk from flooding is managed with the objective of a consistent and sustainable approach across all Ireland. Rivers Agency is progressing major flood alleviation works in East Belfast, at a cost of £11m, which are planned for completion during 2016. Other smaller flood alleviation schemes are also being constructed and the Agency will continue to operate an ongoing rolling programme of maintenance of designated watercourses and flood defence assets throughout Northern Ireland.

Digital Services:

We want to build on the progress made so far in delivering services electronically to our customers through development of our systems, including replacement of the Animal Public Health Information System (APHIS). Feedback from herd-keepers who register cattle births on their smart phones, and farmers who view maps or submit Single Application Forms on-line is very positive. Our priority now is to provide digital services which are so good that all our customers who can use them will choose to do so. This shift to 'digital first' where the vast majority of customers conduct business on-line with us requires significant re-modeling of our existing business processes. For customers, it will deliver benefits such as increased access to easy to use services, reduced bureaucracy and fewer errors in completing applications leading to faster decisions, quicker test results and earlier payments. For DARD it will result in more efficient processes and reduced cost.



Key Strategic Issues Specific to DARD in 2014-16 (cont.)

Sustainable Agriculture and Land Use:

We will continue to work in strategic partnerships with industry and environmentalists to improve sustainability by reducing the level of greenhouse gasses (mainly methane and nitrous oxide) associated with local agricultural products. We will also lead the development of an agricultural land use strategy to determine how to optimise production efficiency and balanced environmental outcomes from agricultural land.

North/South Co-operation:

We will continue to work with the Department of Agriculture, Food and the Marine (DAFM) to implement the actions in the All-Island Animal Health & Welfare Strategy Action Plan and input to the EU Animal Health Regulations to progress the aim of free movement of animals as envisaged by the Strategy. Work is also ongoing to ensure closer co-operation

on north/south projects within the Rural Development Programme, and a specific measure is being considered for the new Rural Development Programme.

DARD Estate:

DARD's Specialized Estate covers an area of approximately 78,000 hectares and is comprised of nearly a thousand buildings at 189 different locations. It is currently valued at £824m (including networked assets) and costs £17m a year to run. The DARD estate is in need of significant investment as many of the buildings have exceeded their useful economic life.

In the current economic climate all Departments are seeking to improve the effectiveness and efficiency of their estates through rationalisation, disposal and targeted investment. DARD has developed an Estate Framework which sets out the Departments future estate configuration. This can be accessed at the following link: <http://www.dardni.gov.uk/dard-estate-framework.dotx>

The focus will be on delivering operations through five 'Regional Hubs'. These will be initially developed on its existing sites at Greenmount, Loughry and Enniskillen, as well as the new Headquarters site at Ballykelly.

The Department also intends to review its future farm requirements across CAFRE and AFBI, to ensure efficiencies are maximized, and the potential to realize value from the estate is achieved.



Delivery Mechanisms

A DARD Organisation Chart is attached at **Annex C**. This incorporates a link to specific Mission Statements, for each of the Department's Divisional Heads and Agency Chief Executives.

DARD now has one Executive Agency, the Forest Service, which operates in accordance with a Framework Document that describes the relationships and responsibilities between the Agency the Department and the Minister. Responsibility for plant health policy and delivery has been allocated to Forest Service.

The Rivers Agency ceased to have Executive Agency status with effect from 1 April 2014.

There are currently 11 DARD Direct offices located across Northern Ireland providing a variety of services to local customers. A final office, in the North West, is due for completion in early 2016.

The Department will continue to sponsor the following Non-Departmental Public Bodies (NDPBs):

- Agri-Food and Biosciences Institute (AFBI)
- Livestock and Meat Commission for Northern Ireland (LMC)
- Northern Ireland Fisheries Harbour Authority (NIFHA)
- Agricultural Wages Board for Northern Ireland (AWB)
- Drainage Council for Northern Ireland

We work with our largest NDPB, AFBI, to specify and agree an annual work programme of analytical and diagnostic scientific testing, research and development and emergency response requirements. These scientific services, which are delivered by AFBI on a statutory basis, underpin and support achievement of a wide range of policy objectives across the Department. To facilitate delivery of the assigned work programme, we provide AFBI with a budget of c£40m and, as AFBI's landlord, we continue to maintain and invest in AFBI's specialised estate.

The Department's North South Unit co-ordinates co-operation with Southern Departments and seeks new opportunities for collaboration.



Delivery Mechanisms (cont.)

DARD is also a co-sponsoring Department (with the Department of Communications, Energy and Natural Resources in RoI) for one North South Implementation Body, the Loughs Agency of the Foyle, Carlingford and Irish Lights Commission, for which funding is provided.

The North South Ministerial Council brings together Ministers from the NI Executive and the Irish Government to develop consultation, co-operation and action within the island of Ireland on areas of mutual interest. The Council meets regularly in the Agriculture, and Aquaculture and Marine Sectors in order to make decisions on common policies and approaches.



This includes areas such as Common Agricultural Policy, Common Fisheries Policy, EU issues and international trade, animal and plant health and animal welfare policy and research, rural development, and the promotion of development of Lough Foyle and Carlingford Lough for commercial and recreational purposes in respect of marine, fishery and aquaculture matters. The Loughs Agency is also obliged to carry out enforcement duties to deliver its statutory obligations on the protection and conservation of Lough Foyle, Carlingford Lough and their catchment areas.

Under the Northern Ireland Rural Development Programme (NIRDP) 2007-13, Axis 1 was mostly managed and administered by a delivery agent, contracted via competition under public procurement rules and regulations. The NIRDP Axis 3 was administered and delivered using the Leader methodology by 7 District Council clusters working in tandem with respective Local Action Groups. Delivery contracts are between DARD and each Joint Council Cluster.

DARD delivers the Tackling Poverty Programme and works in partnership with other Government Departments.

DARD will also continue to work with other Departments and Agencies to tackle flooding issues.

In the case of the Department's financial reporting, HR and IT requirements, DARD continues to fully utilize the functionality of the NICS shared services of Account NI, HR Connect, IT Assist and NI Direct respectively. The Department also continues to make use of the Government Advertising Unit for all its advertising requirements.



People Strategy

An important tool in achieving the Department's goals and delivering better services is the NICS People Strategy 2013-16 that applies to all Departments, including DARD. The key themes of the Strategy are outlined below.

Effective Leadership:

We will develop our leaders and ensure that they set clear actions and objectives for staff, are visible to staff and take a personal interest in developing others. We will consider the impact of the new NICS competence framework to determine the level and format of leadership training, organisational skills and abilities to manage significant change, engaging with Centre for Applied Learning (CAL) and Corporate HR (CHR) going forward.

High Performance:

We will ensure that performance management is effective and provides a positive mechanism for channelling staff motivation and valuing excellent work. We will also ensure that poor performance is identified and dealt with effectively in a timely way. During the Strategy period DARD will play its part in introducing an NICS revised performance management system.

Improved Skills and Resourcing:

We will continue to develop the capability of our staff and their knowledge and skills. We will ensure as far as possible that we fill posts with the right skill at the right time and we will develop a workforce planning model to ensure that we have the staffing levels we can afford to deliver our services. We will also review the target for staffing levels within the Department to ensure that our workforce and financial positions are more accurately aligned.



People Strategy (cont.)

Enabled Workforce:

We will ensure that we have an enabled workforce that has the right structures, tools and support to maximise their commitment. We will ensure the office environment meets all statutory health and safety and security requirements and we will feed in to wider departmental plans on estate management and development. We are committed to improving the health and wellbeing of our staff and to reducing levels of sickness absence across the Department. We will continue to work with staff, managers as well as our partners such as Occupational Health Service Welfare and Carecall to make these improvements and achieve the Ministerial target of 7.5 days lost per staff year. We will review the findings of the central benchmarking exercise on employee engagement and draw on good practice to help maintain and improve engagement techniques. We will also take account of the Staff Survey findings to embed good practice and take the lead to address areas of concern.

Investors in People:

We will ensure that the key aims and objectives of IiP are taken into account in driving forward any initiatives and that the people aspect of the change agenda recognises the IiP standards and adheres to these in engaging with staff.

Relocation HR Strategy:

In addition to the themes within the People Strategy we will also take forward the DARD Relocation HR and Skills Strategy and Staff Transition Plan that were developed in 2013/14. These identified the strands of HR and skills work needed to ensure the relocations of DARD headquarters is successfully completed.

Communication:

The Corporate Plan will be underpinned by a range of external communication activity which is designed to raise awareness of the work of the Department, to assist in helping the Department achieve its targets and goals and to enhance and promote stakeholder engagement on key issues.

Ongoing work in improving internal communications within the Department continues with a new intranet site to be rolled out, just one of a number of new initiatives aimed at improving communication with staff.

DARD 2020 Change Programme (Updated April 2015)

The Department faces a period of demanding change. It has identified a number of drivers of change. Some of these are inherent in the nature of the Department's business. The Minister has identified her political priorities, including relocating the Department's headquarters to a rural location. She has also emphasised the importance of promoting equality of opportunity. The Department is also subject to forces beyond its control, most notably the increasing level of European Regulation of the primary production industries, and the requirement to implement CAP Reform, including the new Rural Development Programme and new Area Based Schemes. Additionally, the Agri-Food Sector has gained confidence from its manifestly robust performance in the teeth of recession and has set out its ambition and obtained a positive response from the Executive, and particularly from DARD.

Moreover, there are drivers for change which make the achievement of the above even more demanding. The Executive faces an intimidating public expenditure prospect,

and the Department can expect to have to contribute to savings plans over the next several years and indeed to the end of the current decade. The Assembly is looking to the Department to meet rising customer expectations, and demonstrate that it is becoming more effective and efficient. An aspect of the Department's response to these pressures will be its increasing delivery on-line of its services, but inevitably this will require the initial application of scarce resources, ICT professionals, and will have to be carefully planned.

On 18 December 2014, the Executive agreed that departments would be restructured. Following Assembly elections in May 2016, it is intended there will be a Department of Agriculture, Environment and Rural Affairs (DAERA). It will comprise responsibilities currently discharged by DARD (save those of the Rivers Agency), DOE (Environmental policy and delivery, excluding built heritage) and DCAL (inland fisheries). A programme of work to make ready for the new department will get under way in 2015.

Additionally, the Executive agreed that a Voluntary Exit Scheme would operate within the civil service during 2015/16. Along with other personnel interventions, the Scheme will contribute to meeting a target of reducing DARD's headcount by 300 staff. Challenges include identifying posts to be suppressed and developing new operating models to determine how best to utilise remaining posts so that we do not seek to continue with the same volume of work delivered by the same working practices when we will have fewer staff. Reviews will therefore report in 2015/16 on central services; inspections; advisory and customer contact services.

These drivers of change translate into a limited number of principles that we will aim to apply over the period of Corporate Plan:

- We will want to review our operating model to ensure it is as efficient as possible.
- We will want to integrate our services and make them as simple as possible for our customers to use.

DARD 2020 Change Programme (cont.)

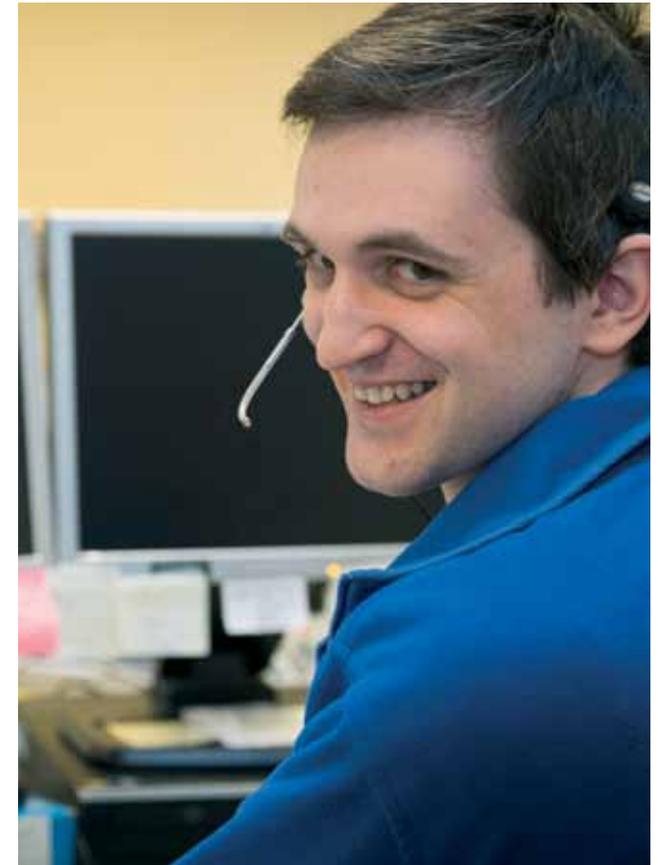
- We will want to see a reduction in the cost of our services.
- We will underpin each service by evidence based policy and delivery it in the context of a single integrated view of our customer's needs and use.
- We will want our staff to be skilled and flexible to meet our future requirements.
- We will want to ensure that our workforce planning aligns to our business priorities, our financial plan and our future requirements.

The application of these principles will be the responsibility of the Change management board reporting to the DARD Board. The Change Management Board will ensure that each work stream and project is consistent with the above principles and “scores” against as many of the drivers of change as possible. Programmes already operate in support of Relocation, CAP Reform, Estate Strategy, the Northern Ireland Food Animal Information System (NIFAIS), and most recently DAERA.

The Change Programme will aim to impact on three organisational dimensions:

- Services, which would include CAP Reform and the RDP, and would aim to deliver on-line, on the basis of better joined-up customer, scheme and animal information, with performance management data.
- Operating model, which would focus on the administrative processes whereby the corporate centre supports the rest of the organisation, inspections; and advisory and customer contact services.
- People, aimed at developing the capability or the organisation, enhancing its flexibility, and aligning workforce planning to business priorities.

The Change Programme remains a developing picture.



Strategic Objectives and 2 Year Milestones

This section sets out the success indicators relevant to each of the 5 Strategic Goals as defined in the DARD 2020 Strategy and identifies associated milestones for the two year period of the Corporate Plan.

Strategic Goal 1 - To help the Agri-Food industry prepare for future market opportunities and economic challenges

“What success will look like” as defined by the DARD 2020 Strategy:

- An industry that is positioned to exploit market opportunities, supplying the right products, at the right price and at the right time;
- A better skilled, more innovative, more efficient and more integrated agri-food supply chain working to an agreed long term plan; and
- More strategic partnership between Government, industry and other stakeholders, working towards a shared vision.

Milestones	
2014/15	2015/16
Final agreement reached on delegated and implementing acts under CAP Reform, with fair representation of the DARD position.	
Decisions made on policy options arising from the CAP Reform agreement.	Essential components of CAP Reform implemented.
Develop business investment schemes for the agri-food industry to include capital expenditure, business development and group co-operation under the 2014-20 Rural Development programme.	Subject to Executive agreement to the response to <i>Going for Growth</i> , deliver a programme to support business development group co-operation and first tranche of capital expenditure grant for the agri-food industry under the 2014-20 Rural Development programme.
Year 2 actions in the Agri-Food Sector Strategic Vision implemented via the Food Strategy Board and performance against targets reviewed.	Year 3 actions in the Agri-Food Sector Strategic Vision implemented via the Agri-Food Strategy Board and performance against targets reviewed.
Time-bound actions developed and implemented to progress entry into third country markets in line with industry priorities to support the NI Economic Strategy.	Time-bound actions developed and implemented to progress entry into third country markets in line with industry priorities to support the NI Economic Strategy.
Have developed, by 31 March 2015, an Evidence & Innovation Strategy as an overarching framework for the Department's Research & Development and Innovation spend.	

Strategic Objectives and 2 Year Milestones (cont.)

Strategic Goal 2 – To improve the lives of farmers and other rural dwellers targeting resources where they are most needed

“What success will look like” as defined by the DARD 2020 Strategy:

- A better awareness of the Department’s Section 75 equality duties; its commitment to tackling inequalities and under-representation and to ensuring measurable and improved equality outcomes;
- Sustainable rural businesses and jobs;
- A better understanding of the challenges facing rural communities and a more integrated approach, inside and outside government, to addressing them and developing rural potential;
- Improved representation and participation by under-represented groups;
- Targeting of interventions to achieve best economic and social return;
- Economically sustainable farm family households; and
- Rural households with equitable access to services.

Milestones	
2014/15	2015/16
New Rural Development Programme approved by the EU.	All projects completed and payments made under Axis 1 and Axis 3 of the 2007-13 NIRDP by December 2015.
Rural White Paper Action Plan Annual Progress Report published by 31 December 2014.	Rural White Paper Action Plan Annual Progress Report published by 31 December 2015.
2014/15 investment of £5m in tackling rural poverty and social and economic isolation.	4 year package to tackle rural poverty and social and economic isolation delivered by 31 March 2016 completed.
£5m invested in the BDUK rural broadband project to assist deprived rural premises.	
£2m programme of works in forests delivered in support of the Executive's Jobs and Economy Initiative that will underpin forest recreation infrastructure investment.	
	Fisheries Division relocated to South Down, Rivers Agency to Loughry Campus and Forest Service HQ to Co. Fermanagh. Building work finalised to enable the commencement of the relocation of the remainder of Departmental headquarters to new buildings in Ballykelly by December 2016.
	Implementation of Equality Scheme, including achievement of targets set out in our Audit of Inequalities and Action Plan (2011-16)

Strategic Objectives and 2 Year Milestones (cont.)

Strategic Goal 3 – To enhance animal, fish and plant health and animal welfare on an all Ireland basis.

“What success will look like” as defined by the DARD 2020 Strategy:

- A clear direction for the eradication of Tuberculosis;
- Absence or insignificant levels of other animal or plant diseases that are of important public health or major economic consequence;
- Welfare of Animals Act (Northern Ireland) 2011 fully implemented;
- Enhanced traceability system to support trade and disease control;
- A more developed and extended partnership approach to animal health and welfare between Government, industry and other stakeholders;
- Wide recognition across all stakeholders of the benefits of a preventative approach to developing a sustainable agri-food industry; and
- Risks to animals and consumers arising from the livestock feed chain are insignificant.

Milestones	
2014/15	2015/16
Application to the European Commission seeking Official Brucellosis Free (OBF) Status, by 31 March 2015.	OBF Status achieved.
Government/Industry owned long term strategy to eradicate TB and an Action Plan developed by 31 March 2015.	Actions in the long term strategy for the eradication of TB progressed in line with the timeline in the implementation Action Plan.
Annual TB Report for 2013 published by 30 November 2014.	Annual TB Report for 2014 published by 30 November 2015.
With DAFM, actions in the All-Island Animal Health & Welfare Action Plan implemented and Ministers updated at NSMC Agriculture Sector meetings.	With DAFM, actions in the All-Island Animal Health & Welfare Action Plan implemented and Ministers updated at NSMC Agriculture Sector meetings.
Plant Health policy and delivery consolidated within Forest Service.	Methodology to measure and monitor Plant Health status developed.
With DAFM, actions in the All-Island Strategic Plant Health and Pesticides work programme implemented and Ministers updated at NSMC Agriculture Sector meetings.	With DAFM, actions in the All-Island Strategic Plant Health and Pesticides work programme implemented and Ministers updated at NSMC Agriculture Sector meetings.

Strategic Objectives and 2 Year Milestones (cont.)

Strategic Goal 4 – To help deliver improved sustainable environmental outcomes

“What success will look like” as defined by the DARD 2020 Strategy:

- Sustainable farming practice delivering greater resource efficiency and reduced environmental impact;
- Improved water quality in rivers and lakes;
- Lower carbon intensity in our agri-food products;
- Increased tree cover and enhanced landscape;
- Substantial exploitation of commercial fish stocks;
- Enhanced biodiversity on farmland;
- Sustainable flood risk management plans and watercourse and coastal flood management; and
- Reduced impact of river and coastal flooding incidents.

Milestones	
2014/15	2015/16
Have agreed, jointly with DOE, a Nitrates Action Programme for 2015-2018 with the European Commission and have introduced implementing Regulations by 31 March 2015.	Have introduced schemes under the NIRD 2014-2020 which support resource efficient farming to improve soil and enhance water quality and sustainable environmental performance on-farm.
Action Plan agreed, in partnership with the industry, to implement Phase 2 of the “Efficient Farming Cuts Greenhouse Gases” Strategy.	Actions in Greenhouse Gas Strategy implemented within the timeframe agreed in partnership with industry and appropriate measurement framework established.
	An Agriculture Land Use Strategy agreed, in partnership with the industry, to optimise production efficiency and balanced environmental outcomes.
At least 23,000ha of environmentally designated land under agri-environment agreement maintained (RAMSAR, SAC, SPA & ASSI designations).	At least *23,000ha of environmentally designated land under agri-environment agreement maintained (RAMSAR, SAC, SPA & ASSI designations). <i>*Subject to new Agri-Environment Scheme Agreements being in place on 1/1/ 2016.</i>
Royal Assent gained for the Reservoirs Bill.	Regulation of reservoirs commenced as set out in the Reservoirs Bill. 3 Flood Risk Management Plans finalised to achieve full implementation of the first cycle of the EU Floods Directive by 22 December 2015
Procurement strategy for the exploitation of wind farm development opportunities on the Forest Service estate published.	

Strategic Objectives and 2 Year Milestones (cont.)

Strategic Goal 5 – To manage our business and deliver services to our customers in a cost effective way.

“What success will look like” as defined by the DARD 2020 Strategy:

- Delivery of accessible and equitable standards of service that meet the needs of our customers, stakeholders, partners and staff and equality scheme commitments;
- Stakeholders to value the important contribution which the Department and its staff make to a thriving and sustainable rural economy, community and environment;
- EU payments delivered in accordance with European Regulations;
- A simplification of processes to allow the industry to comply with regulations with the minimum bureaucracy possible;
- Customers transacting business with DARD primarily by electronic means through integrated, relevant and secure systems linked to effective and efficient processes;
- Confident, customer oriented, appropriately skilled staff with access to modernised information systems;
- Effective working relationships with stakeholders;
- An estate that meets the needs of DARD business in a cost-effective way, including a new headquarters;
- Benefit optimised from participation in EU programmes;
- DARD’s policies and strategies are informed by a sound evidence base; and
- Working in partnership across government to achieve common objectives.

Milestones	
2014/15	2015/16
Procurement of the NIFAIS computer system initiated, providing a greater focus on the delivery of electronic services and transactions.	Procurement of the NIFAIS system finalised and the contract awarded to the preferred bidder based on the most economical advantageous tender with a focus on improved uptake and delivery of electronic services.
At least 90% of claims for Single Farm Payment completed in December 2014 and 93% of claims completed by then if 40% or more of claims have been made on-line.	Payment target for the new Direct Payments Schemes published and achieved.
CAP Disallowance – risk to Fund for the Single Farm Payment Scheme below 2% by 31 March 2015.	CAP Disallowance – risk to Fund for the Basic Payment Scheme below 2% by 31 March 2016.
10,500 farm businesses to have transacted on-line with DARD during 2014/15, including 35% of SAF and 60% cattle birth registrations.	On average, 70% of DARD key services (APHIS, SAF, Maps) delivered on-line.
Defined customer service standards implemented.	Defined customer service standards implemented.
A strategic plan agreed with AFBI to ensure its financial sustainability to 2020.	
AFBI's estate requirements and investment needs defined and agreed to enable the delivery of an efficient and effective platform for its scientific work.	
	Review conducted re better utilisation of the various farm facilities across the DARD estate.

Annual Business Plan 2015/16

Annex A

This will be a challenging year for the Department, in terms of policy, delivery and its own organisation.

Following on from agreement at European level on reform of the Common Agriculture Policy, we have a lot of detailed policy work to do locally. We have to put in place the new rules for the basic payment scheme, including schemes for young farmers, new entrants and greening. We also have to develop a new Areas of Natural Constraints Scheme. We have funding plans of up to £623m for the new Rural Development Programme, and now we have to work our way carefully through the programme, each measure, and a business case to support each scheme. Alongside all of this work, much of it innovative, we want to continue to press ahead with action flowing from the Rural White Paper and embed Rural Proofing more firmly. We are also facilitating the Government/industry strategic bovine tuberculosis partnership to develop a long-term eradication strategy and action plan.

As we clear the hurdles on policy, the baton passes to our delivery teams. They are preparing for the new basic payment and pillar one schemes to operate this year. They are already gearing up for the launch of the Leader approach, and will shortly be embarking on implementing the new schemes in the Rural Development Programme. This will include a Farm Business Improvement Scheme as part of the Executive's response to the Going for Growth report.

These challenges have to be faced at a time of intimidating organisational change. As with other parts of the public sector, the Department's budget has been reduced significantly as a result of the British Government's ideologically driven assault to the Executive's block grant. The Department has had to find cost reductions amounting to £29.6m. Within its plans, a major component is a reduction in the headcount of around 300 posts. This is being progressed by two workstreams. One focuses on a Voluntary Exit Scheme which, alongside other personnel interventions, should see the number of staff in the Department reduced by up to 300. The second workstream focuses on identifying the work which will no longer be done, and the posts which must be suppressed. We are intending to reduce the headcount by around 10% across most areas of the Department.

Annual Business Plan 2015/16

Annex A

We want to be as efficient as possible, and so we are currently carrying out reviews into our Corporate Services, how we do inspections, and our advisory and customer contact services. Our intention is that these reviews will allow us to make best use of the reduced number of staff that we will have after the current year. They will also take into account the Department's relocation programme. This year, we will complete the relocation of Fisheries Division to Downpatrick, Forest Service to Enniskillen, and Rivers Agency to Loughry Campus at Cookstown. We will also let the contract for the new building at Ballykelly.

The Executive has agreed a restructuring of its Departments, and we have a new programme this year to establish a Department of Agriculture, Environment and Rural Affairs. This will involve rethinking our vision, aims and objectives as well as our organisational structure.

We are conscious that much of the change occurring in 2015/16 will impact not only on the Department, but also on our customers. They will see a reduction in the number of staff dealing with them, and will find that they will have to be prepared to respond positively by interacting more with the Department's on-line services. They too will face enormous challenges, coping with the new schemes, responding to new delivery mechanism, and eventually working with a new Department. We are committed to supporting our customers and keeping them informed on these and other developments.

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Annex A

This section sets out the Department's business targets for the 2015/16 financial year, including timescales for delivery where appropriate, which support each of our five Strategic Goals as follows:

1.	To help the Agri-Food industry prepare for future market opportunities and economic challenges.
1.1	Gain EU approval to the 2014-2020 Rural Development Programme by 30 September 2015. <i>(also links to other Goals).</i>
1.2	With DETI and other stakeholders, oversee implementation and monitor progress of the Executive-endorsed Action Plan in response to Going for Growth and publish an annual progress report by 31 March 2016. <i>(also links to Goals 2, 3 & 4).</i>
1.3	By 31 March 2016, develop and launch a consultation on options for future support to Areas of Natural Constraint and associated policy issues.
1.4	By 31 March 2016, finalise policy papers and business cases and establish a monitoring framework for the Farm Business Improvement Scheme and Agri-Food Processing Investment Scheme as part of Rural Development Programme (RDP) 2014-2020.
1.5	Review and launch a new Evidence & Innovation Strategy by 31 March 2016.

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1.6	By 31 March 2016, develop and deliver knowledge exchange, education and lifelong learning initiatives, as prioritised by the “Going for Growth” report and the Rural Development (Pillar II) proposals, to 1,500 farmers via Business Development Groups.
1.7	By 31 March 2016 deliver a suite of education and industry training programmes to 12,000 people with 4,025 people achieving nationally validated qualifications at level 2 and above.
1.8	Deliver a programme of Knowledge and Technology Transfer leading to 1,500 adoptions of technology by agri-food businesses by 31 March 2016.
1.9	By 31 March 2016, open at least 2 new third country export opportunities and deliver mutually agreed actions in order to support Industry-driven export targets via the strategic partnerships developed with InvestNI, NI Meat Exporters Association (NIMEA), UK Export Certification Partnership (UKECP), Industry and DEFRA.
1.10	Deliver a £1m programme of works in forests by 31 March 2016 to underpin investment in forest recreation infrastructure.

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2.	To improve the lives of farmers and other rural dwellers targeting resources where they are most needed.
2.1	Monitor implementation of the Rural White Paper Action Plan by Departments and publish an Annual Progress Report by 31 December 2015.
2.2	Progress a Rural Proofing Bill so that it completes its Assembly stages by 31 March 2016, subject to Executive agreement.
2.3	Implement programmes with a view to incurring expenditure of at least £4m by 31 March 2016 as part of the package to tackle rural poverty and social and economic isolation.
2.4	Relocate Fisheries Division to Downpatrick by 30 June 2015; Relocate Forest Service to Enniskillen by mid-September 2015; Relocate Rivers Agency to Cookstown by 31 March 2016; and Submit a planning application, complete building design brief and award tender for construction for the new headquarters at Ballykelly.
2.5	By 31 December 2015 have approximately 100 Megawatts of wind farm potential under active development. <i>(also links to Goal 4).</i>

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3.	To enhance animal, fish and plant health and animal welfare on an all Ireland basis.
3.1	Secure the approval of the European Commission for Official Brucellosis Free (OBF) status for NI and implement a proportionate reduction in brucellosis testing requirements by 30 September 2015.
3.2	Facilitate the Government/Industry Strategic TB Partnership's development of a long-term TB Eradication Strategy and Action Plan by 31 December 2015 and the production of an interim report by 30 June 2015.
3.3	Work with the Loughs Agency to deliver a development strategy for marine tourism, angling development and environmental education for the period 2015-2022 by 31 December 2015.
3.4	Progress a Fisheries Bill so that it completes its Assembly stages by 31 March 2016. <i>(also links to Goal 4)</i>
3.5	Safeguard Plant Health status in the north of Ireland to prevent the establishment and spread of new and quarantine plant pests and diseases.
3.6	By 31 March 2016, obtain EU approval for the 2016 TB Plan and secure funding for the 2014 Plan, forecast as £4m.
3.7	Publish a 2014 TB Report by 30 November 2015.

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4.	To help deliver improved sustainable environmental outcomes.
4.1	Agree, publish and commence implementation of Phase Two of the Greenhouse Gas Action Plan in collaboration with the Greenhouse Gas Implementation Partnership by 31 December 2015 (subject to approval of the NIRDP).
4.2	In partnership with the Agricultural Land Use Expert Working Group, agree the principles of sustainable land management by 31 December 2015 and set a timetable by 31 March 2016 for publication of the Agricultural Land Use Strategy and Action Plan.
4.3	Agree agriculture measures for the Water Framework Directive River Basin Management Plans 2015-21 by 31 December 2015.
4.4	Establish a Monitoring Framework designed to inform policy direction for NIRDP environmental outcomes by 31 March 2016.
4.5	Work jointly with DETI, InvestNI and the Strategic Investment Board to provide support through a loan fund by 31 March 2016 to assist the development of at least one processing facility for the Sustainable Use of Poultry Litter (SUPL). <i>(also links to Goal 1)</i>
4.6	By 31 March 2016, seek Royal Assent for the Reservoirs Bill.
4.7	Finalise the 3 Flood Risk Management Plans to help achieve full implementation of the first cycle of the EU Floods Directive by 22 December 2015.
4.8	<p>Maintain infrastructure to provide enhanced flood protection to 15,500 properties:</p> <ul style="list-style-type: none"> • 89% Culverts in “fair condition” or better (“fair condition” means only minor defects are present); • 98% Sea Defences in “fair condition” or better; • 74% Fluvial Defences in “fair condition” or better.

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Annex A

5.	To manage our business and deliver services to our customers in a cost effective way.
5.1	Publish 2015 Direct Payments payment timetable in November 2015 and adhere to targets.
5.2	By 31 March 2016 undertake reviews of our customer contact, advisory and inspection services delivery models to deliver new operating models that are affordable in a context of reducing budgets.
5.3	Further reduce the risk of future EU financial correction by ensuring that farm businesses have access to accurate map information supported by accurate on the spot checks, undertake actions to seek recovery of overpaid monies and implement other Integrated Administration and Control System (IACS) controls to inform Single Application Form (SAF) claims in 2015/16.
5.4	Implement year two of an action plan aimed at dramatically increasing the uptake of digital services over a three year period, including, by 31 March 2016: 11,000 farm businesses transacting with DARD; 50% of farm businesses submitting their Single Application Form (SAF); and 65% of bovine births registered.
5.5	Provisional Capital and Resource Outturn to be between 98.5% and 100% of the Final Budget.
5.6	Deliver Savings Delivery Plans of £29.9m.
5.7	Continue to explore new opportunities for joint procurement with the South.
5.8	Reduce the Department's staff complement by at least 300 Full Time Equivalents (FTEs), to maximum of 2,625 FTEs by 31 March 2016, through the NICS Voluntary Exit Scheme and other personnel interventions; and manage the redeployment of staff across DARD so that priority/essential posts are filled.

Annual Business Plan 2015/16

Annex A

5.	To manage our business and deliver services to our customers in a cost effective way.
5.9	Reduce the days lost per member of staff through sickness to 7.5 days by March 2016 through robust application of the absence management policies and support staff to maintain and improve health and well being.
5.10	By 31 March 2016 have identified the preferred bidder and reached contract award stage in the procurement of the Northern Ireland Food Animal Information System (NIFAIS).
5.11	By 31 December 2015, have agreed a new Target Operating Model for Veterinary Service field staff to align with the DARD Digital Strategy, inform NIFAIS design, and deliver savings through its development, from summer of 2017.

Monitoring and Reporting Arrangements

Annex A

The Department has well established monitoring and reporting arrangements in place in relation to its Business Plan targets. In the first instance, each target is assigned to a Senior Responsible Officer (SRO) who will have responsibility for monitoring progress on a day to day basis.

During the course of the financial year, progress against each Business Plan target will be reported to the Board, Minister and Departmental Assembly Committee. These detailed reports will be produced for the periods ending 30 September, 31 December and 31 March.

Progress will be reported in accordance with the methodology adopted for the Programme for Government (PfG) Commitment reports to the Executive. This on a Red/Amber/Green (RAG) basis as follows:

-  **Green** - achieved or on track for delivery;
-  **Green/Amber** - level of progress is broadly on track with easily redeemable deviations from plans;
-  **Amber** - rate of progress is less than planned; and
-  **Red** - not achieved or not expected to be achieved.

The Department's Senior Management Team will also oversee the level of progress being made towards the milestones and targets set and will approve corrective actions required, as appropriate, during the course of the year.

The Business Plan Progress Reports are further underpinned by regular reports to the Departmental Board in relation to the Corporate Balanced Scorecard targets, which will also incorporate actions of a more "internal" nature as well as the "customer facing" targets included in the Business Plan.

The Department's Annual Report, published in the summer, will provide a summary of achievements under each of the Department's five Strategic Goals.

Resources

Annex B

At 1 April 2015 DARD employed **2,856** full time equivalent permanent staff, **2,453** of which were non-industrials and **403** industrials. Table 1 below summarises the Department's opening Resource allocation for the 2014/15 and 2015/16 financial years while Table 2 summarises the opening Capital allocations.

As we progress through these two years our ability to deliver this Corporate Plan is dependent upon the availability of resources. Allocations identified in these tables may be subject to some change in-year.

Table 3 provides a breakdown of the Net Resource and Capital allocations to the Department's business areas for 2015/16. These may be subject to some internal reallocations during the year.

Table 1 - DARD Resource Allocation

DARD Resource Allocation	2015/16 £000
Admin	40,357
Admin Receipts	(511)
Other Resource (incl CAP)	467,903
Other Resource Receipts (incl CAP)	(317,850)
Admin Non Cash	4,002
Resource Non Cash	11,979
NET RESOURCE	205,880

Resources

Annex B

Table 2 - DARD Capital Allocation

DARD Capital Allocation	2015/16 £000
Capital	27,305
Capital Receipts	(30)
Capital Grant	10,338
Capital Grant Receipts	(3,232)
NET CAPITAL	34,381

Table 3 - DARD Allocation to Groups for 2015/16

DARD Allocation to Groups	2015/16	
	£000s Net Resource	£000s Net Capital (Incl Capital Grant)
Veterinary Service	35,318	1,700
Service Delivery Group	78,019	8,076
Central Policy Group	46,763	4,337
Forest Service	4,622	2,555
Rivers Agency	15,158	11,181
Central Services Group	26,000	6,532
TOTAL	205,880	34,381

Organisation Chart

Annex C



Minister
Michelle O'Neill MLA



Permanent Secretary
Noel Lavery



Senior Finance Director
Gerry Lavery

Central Services Group

- **Graeme Wilkinson**
Director Finance Division
- **Tracey Teague**
Director of Corporate Services Division
- **Tom Kennedy**
Director of HQ Relocation Programme
- **Paul McGurnaghan**
Director of Digital Services
- **Catherine McCallum**
Departmental Restructuring
- **David Porter**
Director of Rivers Agency
- **Malcolm Beatty**
Chief Executive Forest Service Executive Agency



Deputy Secretary (Policy)
Louise Warde Hunter

Central Policy Group

- **Norman Fulton**
Director of Policy & Economics Division
- **Geraldine Fee**
Director of Animal Health & Welfare Policy Division
- **Dr. John Speers**
Director of Fisheries and Environment Division
- **Colette McMaster**
Director of Agri-Food & Rural Policy Division
- **Dr. Alistair Carson**
Director of Science, Evidence & Innovation Policy Division



Deputy Secretary (Delivery)
David Small

Service Delivery Group

- **John Fay**
Director of the College of Agriculture, Food & Rural Enterprise
- **Pauline Keegan**
Director of Rural Development Division
- **Pauline Rooney**
Director of EU Area-based Schemes Division



Chief Veterinary Officer
Robert Huey

Veterinary Service

- **Colin Hart**
Director of Enzootic Disease & Animal Welfare
- **Perpetua McNamee**
Director of Epizootic Disease & Veterinary Public Health
- **David Torrens**
Programme Director of the Northern Ireland Food Animal Information System (NIFAIS)

Division Mission Statements

Annex D

Malcolm Beatty

Chief Executive Forest Service

‘The Forest Service exists to implement forest policy through woodland creation and the sustainable management of forests to meet the needs of present and future generations; and to maintain NI’s high plant health status.’

Central Services Group:

Tracey Teague

Director Corporate Services Division

Corporate Services Division supports the Minister, the Departmental Board and the wider Department in terms of Assembly and other machinery of government issues, including managing the North South Unit. In addition, the Division supports the Department through the provision of responsive corporate support services in the areas of HR, accommodation, security, EU matters, statutory equality obligations, better regulation and media services’.

Graeme Wilkinson

Director Finance Division

‘The Finance Division exists to provide support to the Minister, the Departmental Board and the wider Department on strategy, good governance and control. This will include strategic and business plans; financial planning; budgeting and accounting; financial policy; internal audit; financial systems; and development of the DARD estate.’

Tom Kennedy

Director HQ Relocation Programme

‘The Division exists to address the Programme for Government target to advance the relocation of DARD Headquarters to a rural location.’

Paul McGurnaghan

Director Digital Services

‘Digital Services Division exists to develop and deliver Information and IT Services that will support business areas achieve their objectives effectively and primarily through digital channels. It also supports business areas in the delivery of Information Access legislative obligations that will ensure the public have access to information to which they are entitled.’

Catherine McCallum

Departmental Restructuring

‘To take forward the restructuring of DARD to create the new Department of Agriculture, Environment and Rural Affairs.’

David Porter

Acting Director Rivers Agency

‘The Rivers Agency exists to manage flood risk to reduce the impact on people, property and the environment.’

Division Mission Statements

Annex D

Central Policy Group:

Norman Fulton

Director of Policy and Economics Division

‘The Division exists to provide economics and statistics services, to conduct a rolling programme of policy review and development, to provide a policy lead on CAP reform and education, to provide effective sponsorship, governance and oversight of DARD’s largest NDPB, the Agri-food and Biosciences Institute, and to provide a co-ordination function within Central Policy Group.’

Geraldine Fee

Director of Animal Health and Welfare Policy Division

‘The Division exists to develop policies which will promote the welfare of animals, reduce and eradicate animal diseases which have significant economic or public health consequences and secure the effective traceability of livestock through

identification, registration and movement controls.’

John Speers

Director of Fisheries and Environment Division

‘The Division exists to develop policies on sea fisheries, aquaculture and fish health which will support a sustainable and profitable fishing sector and which supports local communities. In addition, the Division exists to develop policies to help the agricultural sector contribute to reductions in greenhouse gas emissions and to promote environmentally sustainable farm practices.’

Colette McMaster

Director of Agri-Food and Rural Policy Division

‘The Division exists to develop policies for the agri-food and wider rural sectors that will help to improve competitiveness and sustainable growth in the agri-food sector, support the rural economy and ensure that

rural issues are an integral and important part of the Executive’s policies and programmes.’

Alistair Carson

Director of Science, Evidence and Innovation Policy Division

‘The Division exists to advise on the development and commissioning of research programmes to support policy development and delivery across the Department, to improve competitiveness, and promote innovation in the agri-food sector. The Division also provides evidence and advice on science issues for Ministers and policy makers and represents the Department on scientific matters.’

Division Mission Statements

Annex D

Service Delivery Group:

John Fay

Director of the College of Agriculture, Food and Rural Enterprise

‘The Division exists to deliver education, training and business development programmes for those entering or working in the agri-food industry that will assist the competitive development and sustainability of the industry and rural economy.’

Pauline Keegan

Director of Rural Development Division

‘The Division exists to implement EU and Government rural development policies and programmes with the aim of achieving a thriving and sustainable rural community.’

Pauline Rooney

Acting Director of EU Area-based Schemes Division

‘The Division exists to deliver and develop EU area-based schemes under the Common Agriculture Policy, including Single Farm Payment, Less Favoured Area Compensatory Allowances and agri-environment schemes, ensuring good control of funds and reducing exposure to financial correction. This includes leading on arrangements to ensure new area-based schemes are available for application in 2015 in the context of CAP Reform.’

Steven Millar

Head of Food Delivery and Customer Services Unit

‘The Unit exists to manage the delivery of agri-food supply chain initiatives that will help the agri-food industries improve their performance in the marketplace; to undertake inspections for milk quality and beef traceability, to ensure regulatory, scheme and timing requirements are met and to manage the development and implementation of cross-cutting programmes of work that will improve the delivery of DARD services to farm businesses.’

Division Mission Statements

Annex D

Veterinary Service:

The Veterinary Service exists to provide assurance that animal health and animal welfare policies, which underpin public health and Northern Ireland trade, are delivered and enforced.

Colin Hart

Director of Enzootic Disease and Animal Welfare*

‘The Division exists to provide veterinary advice to Policy and operationally deliver veterinary programmes for animal welfare and the eradication of enzootic animal diseases, principally brucellosis and tuberculosis.’

Perpetua McNamee

*Director of Epizootic** Disease and Veterinary Public Health*

‘The Division exists to provide veterinary advice to Policy and operationally deliver veterinary programmes for the support of trade of animals and animal products, the prevention of epizootic diseases and the traceability of food animals; through contingency planning, the Division ensures preparedness for any such epizootic disease in Northern Ireland, and operationally delivers meat hygiene and inspection controls on behalf of the Food Standards Agency.’

** Enzootic Diseases are diseases which are commonly present in Northern Ireland, e.g. Bovine TB or Bovine Brucellosis.*

*** Epizootic Diseases are significant, contagious diseases, such as Foot and Mouth and Avian Influenza which are not usually present in Northern Ireland*

David Torrens

NIFAIS Programme Director

‘The Northern Ireland Food Animal Information System (NIFAIS) Programme was established to procure a replacement for the Animal and Public Health Information System (APHIS).

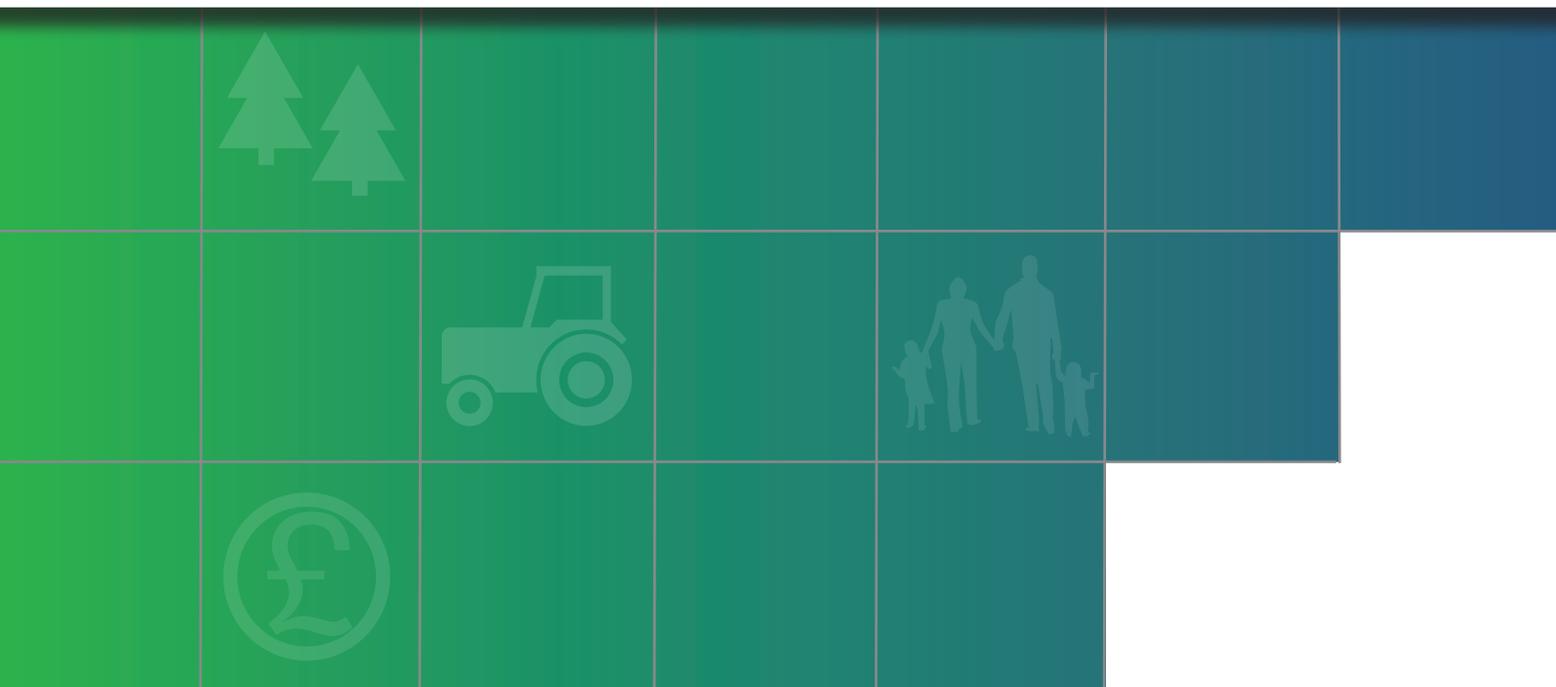
The broad scope of the ICT Procurement Workstream is to replace the business functionality of the APHIS system and support and assist business change. Business Change will run in parallel to the ICT project and will focus on making business improvements.

NIFAIS ICT will enable DARD to deliver Veterinary Service’s core business in 2020, in an environment of markedly reduced resources, increased customer expectation and new business areas arising from legislative changes.’



DARD Corporate Plan 2014-16

Incorporating the
2015/16 DARD Annual Business Plan



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