



BUSINESS PLAN 2010-11

To be a driving force for positive change in health and personal social services in Northern Ireland

Final Version - Approved 8 July 2010

Key

BCP	Business Continuity Plan
CAS	Controls Assurance Standards
CIMS	Corporate Information Management System
DDO	Disability Discrimination Order
DHSSPS	Department of Health Social Services and Public Safety
DPA	Data Protection Act
EDRMS	Electronic Documents Records Management System
EFQM	European Foundation for Quality Management
FOI	Freedom of Information
FTE	Full-time Equivalent
HSC	Health and Social Care
ICT	Information Communications Technology
IIP	Investors in People
IR(ME)R	Ionising Radiation (Medical Exposure Regulations)
KPI	Key Performance Indicators
KPQ	Key Performance Questions
KSF	Knowledge and Skills Framework
MOU	Memorandum of Understanding
NIAO	Northern Ireland Audit Office
NPM	National Preventative Mechanism
OPCAT	Optional Protocol to Convention Against Torture
PDP	Personal Development Plan
TOR	Terms of Reference
VFM	Value for Money

Background to the Regulation and Quality Improvement Authority

The Regulation and Quality Improvement Authority (RQIA), was established on 1 April 2005. It is an independent, non departmental public body which monitors and inspects the quality and availability of health and social care services in NI. The mandate is set out in the Health and Personal Social Services (Quality, Improvement and Regulation) (Northern Ireland) Order 2003, which requires RQIA to inform the Department of Health Social Services and Public Safety (DHSSPS) of its findings.

From 1 April 2009, RQIA assumed additional responsibilities under the *Health and Social Care (Reform) Act (Northern-Ireland) 2009*. RQIA is now responsible for the delivery of a range of important functions for people with mental ill health and / or a learning disability. These functions were formerly carried out by the Mental Health Commission and are defined within the Mental Health (Northern Ireland) Order 1986.

In the 2009 RQIA was confirmed as one of four National Preventative Mechanism (NPM) under the United Nation's Optional Protocol to the Convention Against Torture (OPCAT). This status requires RQIA to act within its inspectoral functions in places of detention to ensure that service users are not subject to inhumane or degrading treatment.

During the course of 2010, DHSSPS will transfer to RQIA the responsibility to inspect services under the Ionising Radiation (Medical Exposure) Regulations. It is anticipated that these responsibilities will take place in April 2010 following changes in primary legislation.

Development of new Corporate Strategy

RQIA has developed a three year corporate strategy for the period 2009-2012. A "*value mapping*" approach was adopted as the basis for developing RQIA's corporate strategy. At the heart of this approach and, as a first step, a strategic map was developed.

The RQIA Strategic Map (Figure 1) serves as our roadmap to guide the activities of the organisation for the period 2009 - 2012. It is a visual representation - **on one page** - of our strategy. It brings together the four key elements of the strategy, namely, what we are here to do and thus the value we deliver to our stakeholders; the core activities we need to excel at; the enablers of good performance; and the resources available to us.

Each of four elements of the map is explained in more detail below:

- The **Value Proposition (VP)** answers the question why RQIA exists and what our roles and deliverables are. Essentially it defines the value we are delivering to our stakeholders.
- **Core Activities (CA)** are the vital activities at which RQIA must excel in order to effectively deliver the value proposition. The core activities define what we must focus on and what differentiates RQIA from other organisations.
- **Value Drivers (D)** represent activities linked to RQIA's financial, physical and intangible resources which need to be in place to deliver the strategy.
- **Resources (R)** which underpin the work of RQIA have been identified.

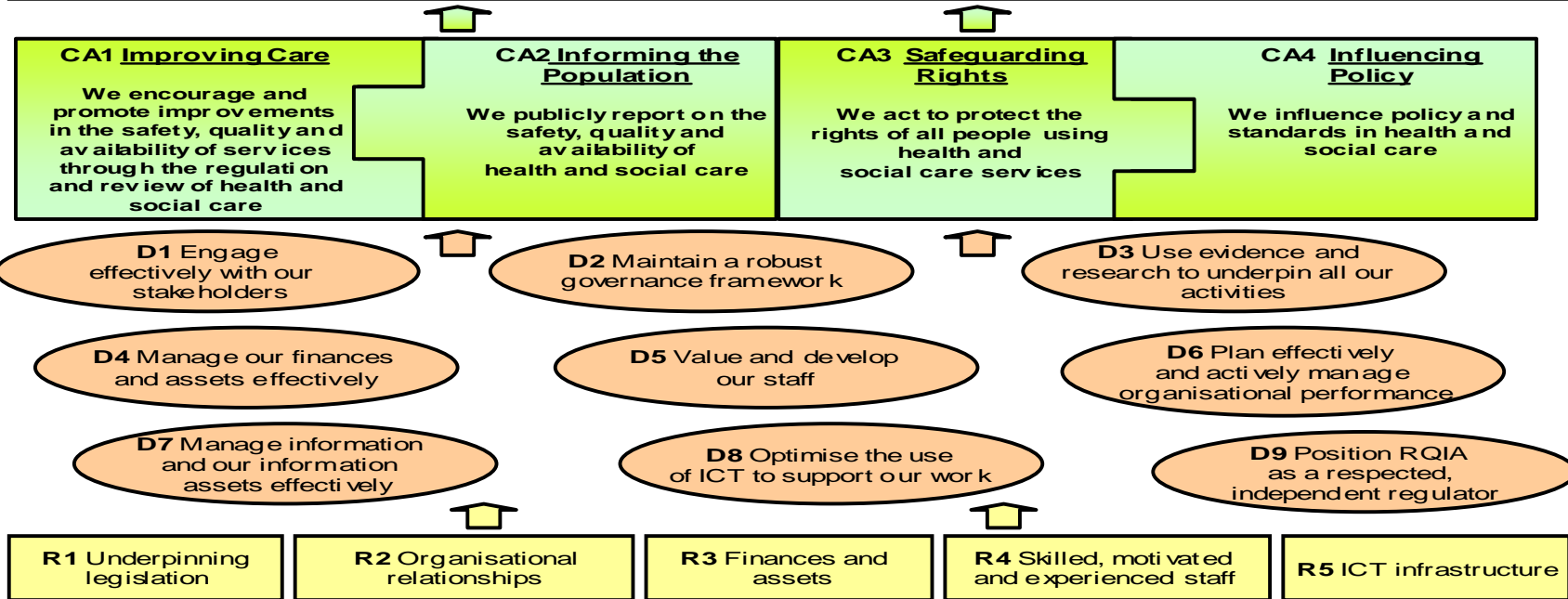
The strategic map shows a visual representation of the relationship between each of these four components and thus creates an integrated and coherent picture of RQIA's strategy.

The Business Plan 2010-11 has been developed within the context of the corporate strategy, which sets the strategic direction for RQIA.

Figure 1

RQIA Strategic Map 2009 - 2012

VP: RQIA provides independent assurance about the safety, quality and availability of health and social care services in Northern Ireland, encourages continuous improvements in those services and safeguards the rights of service users.



Key

VP = Value Proposition

CA = Core Activities

D = Value Drivers

R = Resources

Financial Context 2010-11

RQIA derives its income from a recurring allocation (revenue resource limit) from DHSSPS and through income generated from the fees and frequency of inspection regulations 2005. In addition RQIA receives a capital allocation each year from DHSSPS.

Details of RQIA's funding requirements in 2010-11 are set out in the Finance Section of the Business Plan (see Appendix 1).

The summary of the Revenue Resource Limit highlights the need for RQIA to make significant CSR efficiency savings (£43K) as well as additional savings (£669K) in 2010/11. The impact of these savings notified to RQIA on 30 June 2010 will be carefully assessed and their achievement is likely to prove challenging.

Business Plan 2010-11

The annual Business Plan sets out how RQIA intends to deliver its strategic objectives, the timescale for action and how it intends to use the resources at its disposal. In addition Key Performance Indicators (KPI) have been identified to measure our performance against our strategic objectives. Where appropriate, additional funding required is listed along side the action point.

Key areas where additional funding is required in 2010/11 include:

- Implementation of the registration of private dental treatment and care.
- Recruitment of a Band 7 Children's Inspector post.
- Recruitment of a Band 3 Incident Administrator post.

Bids will be prepared and submitted to the Department in order to secure funding in each of these areas.

Business cases are being prepared for a Corporate Information Management System and Electronic Document Records Management System. These will be subject to external approval although it unlikely that funding will be required in 2010/11 for either project.

Funding for the programme of inspections based on IR(ME)R has been agreed and forms part of the baseline allocation for 2010/11.

RQIA will report on performance on a quarterly basis at public Board meetings, through the publication of an Annual Report and through annual accountability review meetings with the DHSSPS. (Quarterly Reports and Annual Reports can be found at www.rqia.org.uk)

This plan should be read in conjunction with the corporate risk register which includes risks in relation to the delivery of corporate objectives and how these risks will be managed.

The Business Plan was approved by the Board on 8 July 2010 and the Financial Allocation for 2010-11 was confirmed on 30 June 2010.

Further information

For further information on the Business Plan 2010-11 or Corporate Risk Register please contact Maurice Atkinson, Director of Corporate Services, RQIA tel. 028 90 517480 or email maurice.atkinson@rqia.org.uk.

CA1	Improving Care: We encourage and promote improvements in the safety, quality and availability of services through the regulation and review of health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
CA1.1	Completed a prioritised and focused programme of service reviews and inspections to inform our overall assessment of health and social care in Northern Ireland	<p>Manage and improve the registration process through the continued implementation of the registration improvement plan</p> <p>Complete the programme of thematic reviews set out in the programme agreed by the RQIA Board on 14 January 2010.</p> <p>Complete the full programme of regulated sector inspections set out in the fees and frequency of inspection regulations 2005 across all establishments and agencies against agreed inspection themes for 2010/11. (Anticipated inspection Volumes 3,000)</p>	<p>% of reviews completed within agreed timescales as set out in the 3 year plan of programmed reviews</p> <p>% of QIPS returned and assessed as satisfactory against recommendations and requirements</p> <p>% of standard criteria assessed as partially achieved or above. (all sectors falling under new inspection methodology)</p> <p>% of fully compliant scores recorded by hygiene inspection team (by trust) (Baseline to be taken from first round of</p>	<p>March 2011</p> <p>March 2011</p> <p>March 2011</p>	<p>Secure funding for a Band 7 children inspector post</p>

CA1	Improving Care: We encourage and promote improvements in the safety, quality and availability of services through the regulation and review of health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		<p>Develop a register and programme of inspections based on IR(ME)R</p> <p>Develop and implement a project for the registration of private dental treatment and care.</p> <p>Complete a programme of hygiene inspections in statutory HSC facilities.</p>	<p>acute hospital inspections)</p>	<p>June 2010 register / March 2011 inspection programme</p> <p>Subject to confirmation by DHSSPS</p> <p>March 2011</p>	<p>Subject to approval of business case</p>
CA1.2	<p>Improved local and national methods for the inspection and review of services</p>	<p>Complete a review of the existing methodology and introduce a range of methodologies in carrying out the thematic review and hygiene inspection programmes</p> <p>Implement new arrangements for the</p>	<p>% of assessment of lessons learned evaluations completed within 3 months of each service review.</p> <p>% of evaluations completed from the programme of each thematic inspection</p>	<p>March 2011</p> <p>June 2010</p>	<p>Recurrent funding for incident administrator</p>

CA1	Improving Care: We encourage and promote improvements in the safety, quality and availability of services through the regulation and review of health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		<p>statutory reporting of incidents to RQIA from the regulated sector</p> <p>Further refine and modify the methodology for the inspection of regulated sector services</p> <p>Develop and implement a robust inspection methodology for all services subject to IR(ME)R</p> <p>Develop and implement a robust inspection methodology to meet the specific needs of the regulations of private dental treatment and care using the DHSSPS dental standards and independent healthcare regulations</p>	<p>% of compliance with inspection standards and policy and procedures</p>	<p>March 2011</p> <p>June 2010</p> <p>March 2011</p>	<p>(agreed temporary post for one year)</p>

CA1	Improving Care: We encourage and promote improvements in the safety, quality and availability of services through the regulation and review of health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		Pilot an initiative to improve RQIA's ability to seek and assimilate the views of service users in regulated services		March 2011	
CA1.3	Evidenced that the results of our programme of inspections and reviews is having a demonstrable impact on service improvement	Carry out an analysis of the impact of the 2009/2010 programme of inspections and reviews and report to the RQIA Board	Review of the impact of review activity on the improvements in the quality, safety and availability of health and social care services Review of the impact of regulation / inspection on the improvements in the quality, safety and availability of health and social care services	June 2010	

CA2	Informing the Population We publicly report on the safety, quality and availability of health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
CA2.1	Made available our Register of Regulated Establishments & Agencies, our programme of work, and all inspection and review reports on in easy, accessible and available formats	Initiate a project to implement a web-based version of the register of regulated establishments and agencies to facilitate on-line access to regulated sector inspection reports	% of establishments and agencies whose most recent reports are published through the web-based Register. % of services whose registration details have been validated.	As per project plan	
CA2.2	Use our information to provide an overall assessment of the state of health and social care in NI.	(ref. CA1.1)	Assessment of the outcomes of each review in the RQIA programme against agreed timescales.	March 2012 for overall assessment	

CA3	Safeguarding Rights: We act to protect the rights of all people using health and social services				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
CA3.1	Developed and implemented a human rights based approach to the work of RQIA	<p>Phased development and implementation of a rights based framework across the operational functions of RQIA to include mental health and learning disability programmes in the first instance.</p> <p>Implement a comprehensive awareness and education programme for RQIA and external stakeholders</p>	<p>% of all new and revised RQIA policies which will include the Human Rights approach.</p> <p>Evaluation of the implementation of the Human Rights approach initially in the following areas: 1) MHL D 2) Children's services 3) Prison HSC</p>	<p>March 2011</p> <p>March 2011</p>	
CA3.2	Incorporated and discharged our functions under the Mental Health (Northern Ireland) Order 1986	Complete a programme of reviews, inspections and monitoring activities aimed at meeting the requirements set out in the Mental Health (NI) Order 1986	<p>% of all patient experience reports finalised with QIPs within 28 calendar days off the issue of draft reports.</p> <p>% of MHL D service inspection QIPs</p>	March 2011	

CA3	<u>Safeguarding Rights: We act to protect the rights of all people using health and social services</u>				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
			<p>assessed as satisfactory against recommendations and requirements after all regulated sector inspections.</p> <p>% of assessed standard criteria assessed partially achieved and above.</p> <p>Monitoring patient detention Reduction of error rate on prescribed forms to < 3.5% % technical checks of all prescribed forms % of all detected errors notified to HSC trusts within 71hours.</p> <p>Monitoring Guardianship % check on all</p>		

CA3	<u>Safeguarding Rights: We act to protect the rights of all people using health and social services</u>				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
			guardianship applications and reviews. % return of trust information relating to the protection of patient finance (article 116). %of MHLD review action plans received and assessed as satisfactory.		
CA3.3	Fulfilled RQIA's obligations as a National Preventative Mechanism (NPM) under the Optional Protocol to the Convention Against Torture (OPCAT)	Complete a critique of regulation and review activities and develop a range of specific review and inspection initiatives relevant to the agreed reporting arrangements to the UK Central Coordinating Body	Number of inspections in places of detention. Number of detainees RQIA engaged with in places of detention. Endorsement of inspection methodologies by leading experts in the field.	March 2011	

CA4	<u>Influencing Policy:</u> We influence policy and standards in health and social care				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
CA4.1	Contributed to the development and improvement of regional policies and standards	Complete an annual summary of the impact of the 2009/10 programme of work on policy standards and guidelines (ref. CA1.3)	Documented evidence of RQIA's contribution to policy, standards and guidance on health and social care locally and nationally.	June 2010	

D1	We engage effectively with our stakeholders				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D1.1	Developed effective communication methods to meet the complex and varied needs of the Northern Ireland public	Continue to implement RQIA's Public Participation Strategy and associated action plan.	Number of instances of positive and negative feedback received from service users / stakeholders at RQIA events.	Ongoing	
		Finalise and implement the new Communications Strategy	% of actions successfully implemented within timescale from the Communications Strategy.	Ongoing	
		Develop the corporate intranet on a phased basis using SharePoint software	% of actions successfully implemented within timescale from the Public Participation Strategy.	As per Project Plan	
		Implement the revised RQIA complaints policy and procedure		June 2010	
D1.2	Developed strategic partnerships with stakeholder bodies to support improvement in the quality of health and	Develop effective working relationships with the new HSC organisations	Assessment of added value gained from the strategic partner arrangements with other bodies.	March 2011	

D1	We engage effectively with our stakeholders				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
	social care in Northern Ireland	Develop effective partnerships with other regulators/ inspectorates to ensure that RQIA works effectively in areas such as early years youth justice and criminal justice		March 2011	

D2	We maintain a robust governance framework				
	Strategic objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D2.1	Met legislative requirements and best practice in relation to governance, risk management and independent assurance	<p>Finalise, agree and implement RQIA Risk Management Strategy</p> <p>Provision of risk management training to all staff</p> <p>Ensure the continued attainment of "substantive" compliance with the 3 core controls assurance standards</p> <p>Complete an initial assessment of the potential relevance and application of other controls assurance standards</p> <p>Develop new equality scheme based on revised guidance provided by the Equality Commission</p>	<p>% level of compliance in Governance, Finance and Risk Management Controls Assurance Standards.</p> <p>% of staff trained in Risk Management and Governance.</p> <p>Number of complaints received about RQIA, acknowledged with 2 days and responded to within 20 days, and referrals to the ombudsman.</p> <p>Number of complaints where learning has been disseminated.</p> <p>Head of Internal Audit's assessment of RQIA's system of internal control for meeting RQIA's</p>	<p>June 2010</p> <p>September 2010</p> <p>March 2011</p> <p>June 2010</p> <p>March 2011</p>	

D2	We maintain a robust governance framework				
	Strategic objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		Prepare an annual progress report on Section 75 of the NI Act 1998 and Section 49A of the Disability Discrimination Order (DDO) 2006 to the Equality Commission for NI Conduct EFQM self-assessment and develop quality improvements plans based on findings	objectives.	March 2011 March 2011	

D3	We use evidence and research to underpin all our activities				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D3.1	Developed an evidence based culture to our practice across all the functions of RQIA	<p>Establish a training initiative for RQIA staff in relation to evidence based practice</p> <p>Develop and implement a research strategy and policy</p>	<p>% of recommendations in inspection reports which were based on appropriate evidence - information to be gathered via sample audit with agreed validating criteria.</p> <p>Journal Club - Evidence of Monthly Communication to RQIA staff of schedule of presentations/ research papers and evidence of attendance record.</p> <p>Bi- monthly report on lessons learned in relation to complaints against RQIA and action taken to disseminate this to staff.</p>	<p>December 2010</p> <p>June 2010</p> <p>Bi- monthly</p>	

D3	We use evidence and research to underpin all our activities				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
			Evaluation of every review to assess how best practice was applied.		

D4	We manage our finances and assets effectively				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D4.1	Aligned the financial and business planning processes of RQIA to ensure our resources are focused on strategic priorities and we achieve Value for Money	<p>Secure funding for 2010/11 Business Plan, maintain the budgetary reporting system and provide regular financial management information</p> <p>Implement the agreed efficiency programme and identify further areas for VfM Assessments</p> <p>Produce an Annual Report (incorporating an approved set of Accounts and Statement of Internal Control approved by NIAO)</p> <p>Capital Investment Plan (see D8.1)</p>	<p>Breakeven on income and expenditure (+/- 0.25%).</p> <p>% of invoices paid each month within 30 days.</p> <p>% recovery of outstanding debt (30 days after the date which the fee is due).</p> <p>% of the total efficiency savings.</p>	<p>June 2010 / Ongoing</p> <p>March 2011</p> <p>September 2010</p>	

D4	We manage our finances and assets effectively				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D4.2	Maintained and made best use of RQIA's non-financial assets	<p>Finalise and implement a corporate business continuity plan (BCP)</p> <p>Liaise with the Western Health and Social Care Trust concerning the replacement of leased office accommodation on the Tyrone and Fermanagh Hospital site</p>	<p>Space use efficiency; area (square metres) per staff full-time equivalent.</p> <p>Results of RQIA Business Continuity Plan annual test.</p>	<p>September 2010 / Ongoing</p> <p>March 2011</p>	

D5	We value and develop all our staff				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D5.1	Continued to ensure that we have a professionally competent workforce delivering on the objectives set out in the Corporate Strategy	<p>Develop and initiate implementation of a Learning and Development Strategy and review organisational learning initiatives</p> <p>Develop an action plan based on the staff survey</p> <p>Initiate KSF implementation project linked to performance development review process</p> <p>Progress the tele-working project</p> <p>Initiate IIP implementation project</p> <p>Identify and prioritise appropriate organisational</p>	<p>% lost time rate to sickness (4.8%)</p> <p>% turnover rate</p> <p>%of AFC staff covered by a KSF outline</p> <p>% of staff with agreed PDP</p> <p>% of staff who have fully completed their agreed PDP</p> <p>Number of formal Human Resources cases / processes instigated or triggered</p>	<p>March 2011</p> <p>June 2010</p> <p>As per project plan</p> <p>As per PID</p> <p>March 2011</p> <p>Dependant on EFQM Diagnostic Exercise</p>	

D5	We value and develop all our staff				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		development initiatives linked to planned diagnostic exercise using the EFQM model			

D6	We plan effectively and actively manage organisational performance				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D6.1	Developed a fully integrated planning and performance management cycle enabling improved organisational decision-making and learning	<p>Undertake quarterly reviews of progress against the key objectives set out in the Business Plan 2010/11</p> <p>Complete a programmed review of key performance questions (KPQs) and indicators (KPIs) linked to the Corporate Strategy/Business Plan and develop a revised quarterly performance measurement report</p>	<p>% of actions identified within the Annual Business Plan successfully implemented within timescales.</p> <p>% of staff with personal objectives clearly linked to RQIA's strategic objectives.</p> <p>% of KPIs reported as being progressed within timescales</p>	<p>June 2010 / Ongoing</p> <p>September 2010</p>	
D6.2	Improved our performance through benchmarking with other organisations involved in regulation and standard setting	Identify the potential for partnership for benchmarking through engagement with established UK and European networks of regulatory and supervisory organisations	<p>Number of MoUs reviewed and revised with agreed action plans with relevant regulators</p> <p>Comparative benchmarks results with European Regulators in key</p>	March 2011	

D6	We plan effectively and actively manage organisational performance				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
			areas of performance (EPSO engagement) Assessment of learning outcomes of RQIA action learning sets for reviewers and inspectors (Initiates September 2010)		

D7	We manage information and our information assets effectively				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D7.1	Implemented a strategic approach to information management that supports RQIA's strategic and operational objectives	<p>Develop and initiate implementation of an integrated informatics strategy</p> <p>Continue to progress Phases 1 and 2 of the Corporate Information Management System (CIMS) project</p> <p>Explore options for how the functionality of an Electronic Documents Records Management System (EDRMS) might be delivered to RQIA and links to CIMS project e.g. using Sharepoint</p>	% of actions successfully implemented within timescale from RQIA's Informatics Framework	<p>September 2010 / Ongoing</p> <p>As per Project Initiation Document/ Business Case is subject to external approval</p> <p>September 2010</p>	<p>As per Business Case</p> <p>As per Business Case</p>
D7.2	Complied with best practice and the highest standards of information governance	Establish our baseline position against the Data Protection Review Recommendations, identify gaps and	Level of compliance and progress in implementing DHSSPS Data Protection Review Recommendations.	March 2011	

D7	We manage information and our information assets effectively				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
		<p>develop/implement an action plan. Report level of compliance and progress against the action plan to the Board on a quarterly basis.</p> <p>Review and update ICT Security Policy</p> <p>Review and update FOI/DPA Procedures</p>	<p>% level of compliance with the Controls Assurance Standard in Records Management.</p> <p>Complete Data Protection Subject Access Requests within 40 days.</p> <p>Completed Freedom Of Information Requests within 20 working days.</p>	<p>March 2011</p> <p>June 2010</p>	

D8	We optimise the use of ICT to support our work				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D8.1	A reliable, appropriate and effective ICT infrastructure that makes best use of emerging technology & is aligned to RQIA's changing business needs	<p>Complete a review to determine the most appropriate future ICT service delivery model for RQIA and initiate implementation of the outcomes of the review</p> <p>Test and maintain ICT contingency and disaster recovery arrangements and integrate into the corporate BCP</p> <p>Continue to performance manage the outsourced ICT service</p> <p>Develop, implement and monitor a Capital Investment Plan</p> <p>Complete a ICT user satisfaction survey</p>	<p>Effectiveness level of RQIA's ICT service (as per staff survey)</p> <p>% level of compliance with the ICT Controls Assurance Standard</p>	<p>July 2010/As per agreed Project Plan</p> <p>March 2011 / Ongoing</p> <p>March 2011</p> <p>July 2010/Ongoing</p> <p>March 2011</p>	Any potential one-off and/or recurring additional costs will be identified in the review

D9	Position RQIA as a respected, independent regulator				
	Strategic Objectives By 2012 we will have:	Actions 2010/11	KPIs	Completion Date	Additional Resources Required
D9.1	Increased awareness of the work of RQIA and achieved public and peer recognition as an organisation leading regulatory practice	<p>Engage effectively with the media to raise the profile of the work of the RQIA</p> <p>Seek the views of service users, carers, service providers, elected representatives and other key stakeholders about the performance of RQIA as a regulator (ref. D1.1)</p>	<p>Number of presentations made by RQIA staff made to audiences, for example at courses, conferences, training sessions etc.</p> <p>Number of media appearances by RQIA staff and analysis of press clippings referencing RQIA.</p> <p>Frequency of contact with MLAs and with the Assembly Health Committee.</p>	<p>March 2011</p> <p>March 2011</p>	

Appendix 1 - Finance Section

1. Revenue Resource Limit (RRL)

The breakdown of the Revenue Resource Limit (RRL) for 2010/11 as per the allocation letter (30 June 2010) is as follows:

	£000s
Recurrent Allocation baseline	6,726
Additional 2010 savings	-450
CSR Efficiency Savings	-43
Inflation Increase (2.425 %)	162
In year additions	
Service developments – ICT	43
Service developments – IRMER	54
New recurrent savings ex letter 8/3/10	-118
Total Recurrent Allocation 2010/11	6,374
Non recurrent slippage on vacant posts	-101
Total Allocation 2010/11	6,273

2. Capital Resource Limit (CRL)

RQIA's total initial approved Capital Resource Limit (CRL) of £50,000 was confirmed on 12 March 2010. However, our requirement for capital will be determined through the development and approval of a Capital Investment Plan on 1 July 2010 and the Department advised accordingly¹.

3. Estimated Income from Charges

The estimated income from charges in 2010/11 is £785,000.

4. Total Permitted Gross Expenditure

The permitted gross expenditure in 2010/11 is therefore £7,058,000:

	£000s
Total Allocation 2010/11	6,273
Estimated Income from Charges	785
Total permitted Gross Expenditure	7,058

¹ CRL agreed as £18,000 (8 July 2010)



The Regulation and Quality Improvement Authority is an independent organisation which aims to ensure the public in Northern Ireland has access to the best possible standards of health and social care.

The Authority was set up by the Department of Health, Social Services and Public Safety in 2005. It has a remit to regulate, inspect, and monitor statutory, private and voluntary sector bodies which provide health and social care services and to promote, and in certain areas enforce, improved standards wherever they are needed.

If you have any comments or complaints about the work of the Authority, you should contact:

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