



Department of
Finance

An Roinn

Airgeadais

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2025/26 Climate and Sustainability Action Plan (CSAP) End of Year Progress Report







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Introduction

1.

The Department of Finance (DoF) [Climate and Sustainability Action Plan \(CSAP\) 2025-2026](#) was published on 21 May 2025. This was the Department's first CSAP and was intentionally designed to be stretching, setting a clear direction of travel for embedding climate action and sustainability across all areas of work. The plan was developed with input from a range of DoF business areas and set out the initiatives proposed over the following twelve to eighteen months.

2.

The CSAP is the overarching plan for delivering the 'Delivering Climate Action' pillar within the [Social Value \(SV\) Strategy 2025-2027](#), published on 1 May 2025. As delivery progressed, climate activity and priorities were kept under review, allowing the department to adapt its approach and focus limited resources where they could deliver the greatest impact.

3.

The 2025/26 CSAP contains 38 actions categorised under the four themes below.

Theme One: Mitigation	(21 Actions)
Actions to reduce greenhouse gas emissions or enhance carbon sinks.	
Theme Two: Adaptation	(1 Action)
Actions supporting adjustment to actual or expected climate impacts, to reduce harm or realise potential beneficial opportunities.	
Theme Three: Mitigation/Adaptation	(9 Actions)
Actions that contribute to both emissions reduction (mitigation) and climate resilience (adaptation).	
Theme Four: Behavioural Change	(7 Actions)
Actions aimed at influencing human decisions and behaviours in ways that mitigate climate change and/or reduce negative consequences of climate change impacts.	

Purpose

4.

This 2025/26 CSAP end of year report provides an update on progress across all 38 actions, highlighting what the Department has delivered to date.

5.

It identifies actions completed and those still in progress (which were for delivery between 1 April 2025 and 31 March 2026), which will be carried forward into the 2026/27 CSAP where required.

6.

The report is structured in five sections:

1. Actions completed and closed;
2. Actions completed but ongoing with further work carried forward into 2026/27;
3. Actions not completed by 31 March 2026 and to be carried forward into 2026/27;
4. Actions not completed by 31 March 2026 and closed; and
5. Conclusion and next steps.

7.

Learning from delivery during this first year will inform the development of future CSAPs and support a more focused, proportionate, and impactful approach to climate action.

Summary of Actions

8.

The table below summarises the delivery status of the 2025/26 CSAP 38 actions as of 31 March 2026.

Complete		Not Complete / In Progress	
Complete and closed	Complete but ongoing with further work carried forward into 2026/27	Not complete and carried forward to 2026/27	Not complete and closed
21	11	2	4

9.

As outlined in the summary table, 32 of the 38 actions are now complete (of which 11 will be carried forward to 2026/27), and six actions were not completed by 31 March 2026 (of which two actions will be carried forward to 2026/27).

Section 1:

Actions Completed and Closed

10.

Table 1 below outlines the 21 completed and closed actions against each of the four themes.

TABLE 1: COMPLETED / CLOSED ACTIONS				
Theme One: Mitigation (12 Actions)				
Ref.	Action	DoF Group	Senior Lead	End Year Report Update
1	Publish an updated NICS Hybrid working policy including demonstration of how it complies with our obligations in the Climate Change Act and interdependencies with other DoF policies including NICS Estate Strategy.	People & OD	Aisling Quinn	A revised NICS Hybrid Working Policy was published on 12 August 2025 with an effective date of 1 September 2025. A set of Frequently Asked Questions (FAQs) was developed, including FAQ 31, which provides information on the consideration of the Climate Change Act and the NICS Office Estate Strategy in relation to the policy.
5	Publish updated supplementary business case guidance on Incorporating Environmental and Climate Considerations to support DAERA in the implementation of the Green Growth Strategy.	SPAR	Wendy Lecky	Updated business case guidance for incorporating environmental and climate considerations was published on 11 September 2025 on the DoF website ¹ . An accompanying Finance Directors memo was issued on 12 September 2025.
6	Publish data alongside Budget 2025-26 on initial links between Budget and Programme for Government (incl climate commitments).	PSG	Jeff McGuinness	The Budget Report was approved by the Finance Minister and published on 6 October 2025 ² . This identifies the approximate Budget amount aligned to missions including “planet” (7% RDEL, 11% CDEL (excluding Health and Education)) and wellbeing domains including cleaner environment (2% RDEL, 15% CDEL).

¹<https://www.finance-ni.gov.uk/publications/incorporating-environmental-and-climate-considerations-business-cases>

²[Budget Sustainability - PfG Alignment to Final Budget 2025-26 | Department of Finance](#)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
8	Develop longer term 5-year plan budget guidance to include climate consideration reference in strategic direction section.	PSG	Jeff McGuinness	5-year plan budget guidance was developed and issued to all departments which included climate consideration, however departmental plans have not yet been published so it is unclear how departments have factored this into their plans.
10	Review fiscal policies (including Emissions Trading Scheme), in terms of spend and tax, to identify potential changes for supporting climate action which could be included in engagement with Treasury, as appropriate (in conjunction with DAERA and Policy leads).	SPAR	Helen Toner / Jillian Gilmore	<p>A fiscal research paper was developed and shared with the Climate Change Strategic Oversight Group in December 2025 for comment, with feedback from departments incorporated in March 2026.</p> <p>DoF officials are actively engaged with DAERA officials to explore opportunities within the EU and UK Emissions Trading Schemes.</p>
11	Roll out productivity software, collaboration and cloud-based services to enable more collaborative working and reduce work-related travel by June 2025.	DSF	Geraldine Divine	<p>Productivity Tools (such as MS teams, Apps for Enterprise) have been deployed to staff across NICS.</p> <p>In addition, the Digital Workplace Enablement Team actively promotes and provides support in the use of M365 tools such as Teams, OneDrive and Copilot enhancing capability and enabling more collaborative working across the NICS.</p> <p>The Team helps staff understand and adopt digital tools through drop-in clinics, training guides, FAQs, has a dedicated intranet site and regularly provides overviews of Teams and Copilot to departments, empowering staff to work more efficiently. Through forums and networks, the Team has fostered a culture of collaboration and shared learning.</p>

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
12	Continue to monitor the Energy Performance Certificates (EPC) Fitness Review lead by UKG, where applicable to NI.	CPD	Desi McDonnell	The Energy Performance Certificate (EPC) Fitness Review is led by UK Government and, as timings remain uncertain and outside the control of DoF officials, DoF cannot commit to legislation at this stage.
14	DoF works projects for new buildings (in addition to targeting an overall BREEAM Excellent rating) will target BREEAM Outstanding level credits in terms of Energy Efficiency.	CPD	Stewart Heaney	New build projects within DoF target BREEAM Outstanding level credits in terms of energy efficiency. As this action is now considered business as usual moving forward it is marked complete for 2025/26 and will not be carried over to the 2026/27 CSAP. There is a new action in the 2026/27 CSAP to identify an appropriate industry standard methodology for setting targets and measuring the carbon impact of new and refurbished public buildings.
15	DoF refurbishment works projects will, where feasible, target BREEAM Excellent level credits in terms of energy efficiency.	CPD	Stewart Heaney	Refurbishment works projects within DoF target BREEAM Excellent level credits in terms of energy efficiency, where it is feasible to achieve. As this action is now considered business as usual moving forward it is marked complete for 2025/26 and will not be carried over to the 2026/27 CSAP. There is a new action in the 2026/27 CSAP to identify an appropriate industry standard methodology for setting targets and measuring the carbon impact of new and refurbished public buildings.
16	DoF works projects will consider the feasibility of achieving the relevant performance targets in the UK Net Zero Carbon Building Standards (UKNZCBS) and will be required to undertake all aspects of carbon reporting as required under the standard.	CPD	Stewart Heaney	Major works projects within DoF are piloting the performance targets and carbon reporting requirements recommended by the UK Net Zero Carbon Building Standards. As this action is now considered business as usual moving forward it is marked complete for 2025/26 and will not be carried over to the 2026/27 CSAP. There is a new action in the 2026/27 CSAP to identify an appropriate industry standard methodology for setting targets and measuring the carbon impact of new and refurbished public buildings.

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
18	Establish a Strategic Asset Management Unit (SAMU) within LPS from 1st April 2025 who will produce an initial State of the Estate report by end March 2026.	LPS	Suzanne McLaughlin	The SAMU was established within the agreed timeframe. The State of the Estate report (now titled the Strategic Overview of Land & Property Assets Report) was produced and cleared through Senior Management.
19	Conduct a landscape review to develop recommendations for metrics to strengthen NICS departmental guidance for sustainability reporting in 2026 (working in conjunction with DAERA).	SPAR	Thomas Byrne/ Helen Toner/ Stuart Stevenson	The landscape review is complete, with updated NICS Sustainability Reporting Guidance developed and agreed with DAERA. This updated guidance was shared with the Climate Change Strategic Oversight Group (SOG) early March 2026 and issued to Finance Directors under a Dear Accounting Officer on 23 March 2026.

Theme Two: Adaptation (1 Action)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
31	Take forward revised recommendations from the Stormont Estate's Woodland Management Plan (following a review of years 6-10).	CPD	Desi McDonnell	All required actions from 10-year Woodland Management Plan now completed.

Theme Three: Mitigation/Adaptation (4 Actions)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
26	Include green public procurement criteria and/or eco-labels in all contracts where it is relevant and proportionate to do so.	CPD	Donna Williams	This is business as usual and already operationalised, hence this action is considered complete.
27	Allocate at least 10% to social value of the maximum weighted score to deliver climate action through the collaborative contracts for Travel Management Services; End Point Security; Active Directory Recovery and Management Tools; and Disposal of Hazardous and Clinical Waste.	People &OD / DSF / CPD	Olivia Martin / Geraldine Devine / Donna Williams	10% weighting was allocated to the social value criteria for delivering climate action in the tender for the Travel Management Framework published in December 2025. 10% weighting was added to social value criteria for delivering climate action in the tender opportunity which has been published March 2026. Endpoint Security has also recently been awarded and included 10% climate action as part of the award criteria. Active Directory Recovery and Management Tools will be tendered in 2027 and will include 10% of the weighting allocated to the social value to deliver climate action to meet the target set out in the Social Value Strategy.
29	Conduct a landscape review of the current funding available and how this could be accessed to support sustainability / climate action for the Green Growth Strategic Oversight Group to increase awareness (inc. PEACE, NIIF).	SPAR	Helen Toner	A funding landscape review was completed, and a summary paper was shared with the Climate Change Strategic Oversight Group in December 2025 for comment, with feedback from departments incorporated into the review in March 2026.
30	Conduct a consultancy project for DAERA to review the draft CAP quantification process to identify lessons for future CAPs (working in conjunction with DAERA lead Evidence and Analysis Group).	SPAR	Thomas Byrne	Draft final report is with DAERA awaiting sign-off, and findings and recommendations have been presented to the steering group.

Theme Four: Behavioural Change (4 Actions)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
32	Promote carbon literacy training among staff and monitor the numbers that have completed this training annually.	All	Helen Toner/ All DoF Groups	Carbon Literacy training has been promoted across the Department via intranet articles and through the DoF Climate Working Group (CWG). All CWG members have committed to complete the training. 255 DoF staff have undertaken CS1 training with 56 undertaking CS2.
33	Run a Climate and Sustainability staff survey to obtain a baseline on awareness and input to future DoF Climate and Sustainability action.	SPAR / NISRA	Helen Toner / Nicola Fisher	The survey launched on 31 March 2025, and received 688 responses, 20% of DoF staff. The survey findings and response was published November and December 2025 respectively.
36	Update Better Business Case training to cover elements of V2 Environmental Supplementary Guidance.	SPAR	Wendy Lecky	Updated Better Business Case training package now covers elements of V2 Environmental Supplementary Guidance.
38	Economist updated L&D plan to consider how inclusion of awareness training on climate change and impacts for the Profession could be incorporated.	SPAR	Wendy Lecky	Awareness training for the NICS Economist Profession was initiated on 17 September 2025 and was incorporated in the updated Learning and Development Plan in Autumn 2025.

³[DoF Climate Change Staff Survey Results - Summary Report of Findings | NICS Intranet](#)

⁴[DoF Climate Change Staff - DoF Response to the Climate Change Staff Survey | NICS Intranet](#)

Section 2:

Actions Completed but Ongoing

11.

Table 2 below provides details of the 11 actions that were completed by the 31 March 2026, but remain open, with further work to be carried forward into 2026/27, under each of the Themes.

TABLE 2: COMPLETED ACTIONS WITH FURTHER WORK CARRIED OVER TO 2026/27

Theme One: Mitigation (8 Actions)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
2	Document how all HR policies under review, will consider obligations in the Climate Change Act as part of FAQs.	People & OD	Aisling Quinn	36 HR policies are currently being reviewed, and the Climate Change Act obligations will continue to be considered as part of policy development process with FAQs relating to the climate impact being developed where relevant, e.g. Hybrid Working.
3	Investigate feasibility of introducing an EV Salary Sacrifice Scheme in NICS (subject to HMT approval).	People & OD	Olivia Martin	A feasibility assessment of an EV salary sacrifice scheme for the NICS was drafted and is pending approval on way forward.
4	Participate (NISRA and NICS HR reps) in the DAERA led working group to improve NICS Capacity and Capability for Green Growth and progress relevant actions.	NICS HR/ NISRA	Catherine Shannon / Philip Wales	A NICS Climate Capacity and Capability Task and Finish Group was established in September, chaired by the NISRA Chief Executive, with strong DoF representation through NISRA, SPAR, People & OD and NICS HR. The group was tasked with developing recommendations to support departments in building the capacity and capability required to meet their obligations under the Climate Change Act, including a high-level roadmap for moving from the current capability landscape to the future position. The group has developed a set of draft proposals, which are currently being reviewed ahead of consideration by the NICS Climate Change Strategic Oversight Group. Looking ahead, NICS HR and People & OD will consider the group's recommendations through their work in the coming year.

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
7	Develop budget sustainability as part of next multi-year Budget (Resource 2026/27 to 2028/29 and Capital 2026/27 to 2029/30) enabling transparency between departmental longer term spend and PfG priorities including climate.	PSG	Jeff McGuinness	Linkages between PfG and the Budget have been made for 2025/26. This process will be repeated once a final 2026/27 to 2029/30 budget is delivered.
13	Use non-fossil fuel alternatives for all replacement DoF vehicles (where these are available).	CPD	Donna Williams	No replacement vehicles have been procured or requested in this period nor are any in procurement pipeline for next 18 months. Moving forward DoF has agreed to replace with a non-fossil fuel alternative if one exists when a vehicle is requested.
17	Continue to populate the Government Land and Property Register (GLPR) with required data by depts, councils and local authorities.	LPS	Suzanne McLaughlin	The GLPR Portal Development and Infrastructure Build plans have progressed and have met the agreed milestones. SAMU continues to populate and strengthen GLPR with the data required by depts. and their ALBs. This work has also entailed designing and developing the enhanced GLPR Portal and departmental Viewers, establishing secure infrastructure, integrated spatial datasets and modern backend services to provide authoritative asset data. This will improve transparency, reduce duplication, and enable faster, better-informed strategic and operational estate decisions across all Departments.
20	Undertake a waste audit of the waste generated across DoF occupied buildings and develop a Waste Action Plan where any weaknesses are identified.	CPD	Donna Williams	A waste audit was carried out by CPD in conjunction with the contracted service provider, RiverRidge, to identify where improvements could be made. This informed the development of a draft Waste Action Plan, which is near completion.
21	Complete the necessary preparations to inform a decision on switching the production of key Labour Market statistics from the NI Labour Force Survey to the online NI Labour Market Survey.	NISRA	Brian Green	Detailed analytical work to inform the decision on moving from the NI Labour Force Survey to the online NI Labour Market Survey is well advanced. Extensive user and stakeholder engagement has taken place and peer review of operational and statistical processes is ongoing to confirm the data is fit for purpose. Close working with ONS continues as part of the wider Labour Force Survey in GB transformation. Work will continue with ONS, including completion of UK components and access to comparable GB data, which will be critical to confirming the transition timetable and final decision.

Theme Three: Mitigation/Adaptation (1 Action)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
22	Continue delivery of Phase 1 of the NICS Office Estate Strategy (which is planned to achieve a 40% reduction of the in-scope office estate by 2028, reduce its carbon footprint and support the journey towards decarbonisation).	CPD	Desi McDonnell	This action continues to progress, although sales of buildings have been slower than anticipated due to market conditions. It was always the intention for this action to complete by 31 March 2028, which is end of Phase 1 of the Estate Strategy.

Theme Four: Behavioural Change (2 Actions)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
35	Publish a quarterly report on paper usage per business area, on the DoF intranet to increase understanding of the need to reduce paper.	DSF	Geraldine Devine	This action was completed for 2025/26 and is an ongoing piece of work. DSF produce a report on paper usage per business area quarterly. A mid-year update was provided to Departmental Board. The paper usage for the department is provided in Annex A.
37	Develop and deliver a communications programme to increase staff awareness on climate action.	SPAR	Helen Toner	The staff communications programme was developed by Climate and Covid Inquiry Division and agreed with the Climate Working Group. The programme is being delivered through a series of engagement events, webinars and intranet articles. Delivery of the programme will continue into 2026/27.

Section 3:

Actions not Completed and Carried Forward into 2026/27

12.

Table 3 below provides details of the two actions that were not completed by the 31 March 2026, but which will be carried over into the 2026/27 CSAP, under each of the Themes.

TABLE 3: NOT-COMPLETED ACTIONS WITH FURTHER WORK CARRIED OVER TO 2026/27				
Theme Three: Mitigation/Adaptation (2 Actions)				
Ref.	Action	DoF Group	Senior Lead	End Year Report Update
25	Conduct a Carbon Footprint Exercise for the NICS Office Estate.	CPD	Desi McDonnell	This action is currently behind programme but is still expected to be complete by 31 March 2027 which was the intended completion date.
28	Install a PV Array (Solar farm) at Stormont Estate by April 2027 (Enabling actions for 2025/26: procure and appoint ICT; complete project design; submit planning application).	CPD	Desi McDonnell	ICT awarded and RIBA Stage 1 report received. Programme being revised to allow for potential planning issues.

Section 4:

Actions not Complete and Closed

13.

Table 4 below provides details of the four actions that were not completed by the 31 March 2026 under each of the Themes.

**TABLE 4: ACTIONS NOT COMPLETE BY 31 MARCH 2026
AND CLOSED**

Theme One: Mitigation (1 Action)				
Ref.	Action	DoF Group	Senior Lead	End Year Report Update
9	Conduct a mapping exercise to understand alignment of DoF budget to climate objectives.	Finance	Gavin Patrick	High level information on the impact of climate change legislation was collated as part of the Department's five-year strategic planning exercise and will be considered further through the Strategic Plan. DoF is not a sector lead and has limited direct expenditure that can be clearly aligned to climate objectives. Looking ahead, DoF will explore the potential benefits of green tagging for the Executive budget to inform whether guidance should be developed to support departments in assessing the climate impact of budget decisions.

Theme Three: Mitigation/Adaptation (2 Actions)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
23	Publish response to 2023 Discussion Document on energy efficiency and related areas of the Building Regulations (Phase 2).	CPD	Desi McDonnell	DoF is seeking agreement to publish a Response Document to its public consultation reviewing energy efficiency requirements and related areas of Building Regulations which ran from 26 July to 15 December 2023. The DoF Minister provided a draft response document to the Executive for agreement in June 2025. This paper was discussed at the Executive's meeting of 15 January 2026 and will be considered further. Given the uncertainty around timings, this action is not being carried forward into the 2026/27 CSAP, however, it will be progressed once the direction becomes clear. The delay is outside of DoF officials' control.
24	Develop draft Phase 3 building regulations legislation and technical guidance packages for Advisory Committee review.	CPD	Desi McDonnell	DoF is seeking agreement to publish a Response Document to its public consultation reviewing energy efficiency requirements and related areas of Building Regulations which ran from 26 July to 15 December 2023. The DoF Minister provided a draft response document to the Executive for agreement in June 2025. This paper was discussed at the Executive's meeting of 15 January 2026 and will be considered further. Given the uncertainty around timings, this action is not being carried forward into the 2026/27 CSAP, however, it will be progressed once the direction becomes clear. The delay is outside of DoF officials' control.

Theme Four: Behavioural Change (1 Action)

Ref.	Action	DoF Group	Senior Lead	End Year Report Update
34	Develop an awareness document for the Green Growth Strategic Oversight Group setting out how DoF can enable and support departments in the area of Climate Change and Green Growth (guidance and shared services).	All	Helen Toner/ All DoF Groups	Whilst an initial draft template for a Green Growth awareness document was developed, the Climate Working Group agreed that this should not be progressed further. The product had not been commissioned by departments and was not linked to a specific issue or identified need. Therefore, resources were redirected towards more impactful CSAP and climate action. Learning from this will inform the development of future CSAPs. The Department had published a Shared Services brochure in December 2024, and was last updated in April 2026 ⁵ .

⁵<http://nics.intranet.nigov.net/nics/documents/dof-service-delivery-brochure>

Section 5:

Conclusion and Next Steps

14.

Delivery of the 2025/26 CSAP reflects the Department's ambition to embed climate action across a wide-ranging portfolio, while remaining flexible as priorities evolved during the year.

15.

Although not all actions were completed within the reporting period, strong progress was made overall, with the majority of actions (85%), delivered as planned or progressed sufficiently to be carried forward into 2026/27.

16.

Importantly, delivery of the CSAP also acted as a catalyst for wider climate related activity across the Department that was not explicitly captured within the original plan. This included:

- **Strengthening leadership and governance oversight** - Providing further advice to Departmental Board members and corporate governance contacts on the Department's obligations under the under the [Climate Change Act](#) (CCA), particularly [section 52](#), and the need to embed climate considerations more systematically across Departmental functions such as finance, procurement and business planning, including the development of Group 2026/27 business planning objectives. In parallel, Land and Property Services (LPS) established a cross-Divisional informal group of staff, to strengthen understanding of how and where LPS can contribute to the Department's efforts on climate action. This group will bring together LPS Divisional expertise to identify opportunities for current and future climate related activity, feeding into a central coordinating point within LPS.
- **Advancing lower carbon energy solutions across the public sector estate** - In March 2026 Supplies and Services Division awarded the collaborative contract for natural gas for the NICS and wider public sector. The new contract commences 1 April 2026 and includes a blended natural gas product with 10% green gas and 90% brown gas. This is the first time the market has been able to support a percentage of green gas. This has been the result of two years engagement with the market. Biomethane contributes to the decarbonisation of Northern Ireland's gas supply, enhances energy security, and may provide economic opportunities for the agricultural sector. It is generally considered a carbon-neutral fuel, as the carbon dioxide released during combustion is offset by that absorbed during the growth of the organic feedstocks used in its production. Using locally sourced organic waste to generate energy may also reduce reliance on imported fossil fuels and exposure to international energy price volatility. Such actions can also help stimulate investment in Northern Ireland's renewable energy networks and infrastructure. At present, legislation is not in place to enable organisations to include this in emissions reporting, but this may be looked at in the near future.

- **Building organisational capability and awareness to support sustained delivery** - As part of the Oracle contract and its social value commitments, Climate and Covid Inquiry Division along with Digital Security and Finance Shared Services Group have engaged with Sustainable NI to develop a course for a group of DoF staff designed to build confidence and practical understanding of how climate and environmental considerations relate to the departments enabling role across government, supporting awareness and relating this to everyday roles.

17.

Together, these activities demonstrate continued commitment to climate action beyond the formal CSAP framework.

18.

Experience from this first year of delivery has already been used to shape the development of the 2026/27 CSAP, helping to refine priorities, strengthen focus and better target effort where it can have the greatest impact. This learning has informed a more proportionate and deliverable approach for the year ahead.

Annex A

Printing Statistics by DoF Business Area

DOF GROUP	Q1 2025-2026				Q2 2025-2026				Q3 2025-2026				Q4 2025-2026			
	Total Pages	Mono Pages	Colour Pages		Total Pages	Mono Pages	Colour Pages	% Change from last quarter	Total Pages	Mono Pages	Colour Pages	% Change from last quarter	Total Pages	Mono Pages	Colour Pages	% Change from last quarter
Communications & Engagement Division	6,769	5,186	1,583		8,544	5,633	2,911	26%	11,285	7,329	3,956	32%	9,704	6,803	2,901	-14%
Construction & Procurement Delivery[1]	52,082	33,488	18,594		54,836	38,890	15,958	5%	57,773	37,195	20,578	5%	61,728	43,351	18,377	7%
Corporate Services Division[2]	2,793	2,479	314		2,066	1,680	374	-26%	3,598	3,027	571	74%	3,583	2,920	663	0%
Departmental Solicitor's Office	274,582	195,386	79,196		282,022	178,631	103,391	3%	550,967	332,244	218,723	95%	386,110	220,968	165,142	-30%
Digital, Security & Finance Shared Services[3]	52,513	36,567	15,946		43,870	34,422	9,448	-16%	84,443	68,847	15,596	92%	85,877	68,366	17,511	2%
Finance Division	6,488	6,062	426		3,306	2,877	429	-49%	5,892	4,747	1,145	78%	7,175	5,184	1,991	22%
Land & Property Services	210,705	169,704	41,001		192,527	148,474	44,053	-9%	198,676	156,254	42,422	3%	241,989	178,752	63,237	22%
NICS HR	136,481	94,409	42,072		145,146	100,038	45,108	6%	157,952	105,959	51,993	9%	157,667	110,770	46,897	0%
NICS Internal Audit Services[4]	3,606	3,024	582		4,094	2,701	1,393	14%	8,224	7,167	1,057	101%	7,835	6,222	1,613	-5%
Northern Ireland Statistics and Research Agency	6,173	3,029	3,144		41,777	19,168	22,609	577%	68,493	32,552	35,941	64%	84,576	40,122	44,454	23%
People & Organisational Development	652	511	141		14,029	10,143	3,886	2052%	23,247	15,761	7,486	66%	23,362	17,706	5,656	0%
Public Spending Directorate (PSD)	9,746	8,858	888		7,259	6,844	415	-26%	10,242	8,367	1,875	41%	14,611	12,231	2,380	43%
Strategic Policy and Reform	9,704	7,076	2,628		8,059	5,569	2,490	-17%	14,128	8,344	5,784	75%	20,270	13,078	7,192	43%
International Fund for Ireland	953	659	294		406	121	285	-57%	3,006	1,646	1,360	640%	2,522	1,323	1,199	-16%
NIPSA	154	119	35		1	1	0	-99%	4	4	0	300%	6	1	5	50%
No value[5]	36,098	33,662	2,436		23,971	22,387	1,584	-34%	21,942	20,145	1,797	-8%	3,823	2,748	1,075	-83%
TOTAL	809,499	600,219	209,280		831,913	577,579	254,334	3%	1,219,872	809,588	410,284	47%	1,110,838	730,545	380,293	-9%

[1] Data supplied by DSF had a separate row for "Central Procurement Directorate" – data was merged with CPD

[2] Data supplied by DSF had a separate row for "Finance & Corporate Service" – data was merged with CSD

[3] Data supplied by DSF had a separate row for "Enterprise Shared Services" - data was merged with DSFSS

[4] Data supplied by DSF had a separate row for "Group Internal Audit & Fraud Investigation Services" data was merged with NICS Internal Audit Services

[5] User location not recorded



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