



Department of
Finance

An Roinn

Airgeadais

www.finance-ni.gov.uk

Annual Report and Accounts

For the year ended 31 March 2026

Department of Finance

Annual Report and Accounts
For the year ended 31 March 2026

Laid before the Northern Ireland Assembly under section 10(4) of the
Government Resources and Accounts Act (Northern Ireland) 2001
by the Department of Finance
on 3 July 2026



© Crown copyright 2026

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.finance-ni.gov.uk/>

Any enquiries regarding this publication should be sent to us at Corporate.Governance@finance-ni.gov.uk

CONTENTS	Page
PERFORMANCE REPORT	2
Performance Overview	2
Performance Analysis	9
Sustainability and Environmental Report	22
ACCOUNTABILITY REPORT	33
Corporate Governance Report.....	34
• Directors' Report.....	34
• Statement of Accounting Officer's Responsibilities.....	38
• Governance Statement.....	40
Remuneration and Staff Report	53
Assembly Accountability and Audit Report	74
• Statement of Outturn against Assembly Supply (SOAS).....	74
• Other Assembly Accountability Disclosures.....	87
• The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly	93
FINANCIAL STATEMENTS	99
Consolidated Statement of Comprehensive Net Expenditure	99
Consolidated Statement of Financial Position.....	100
Consolidated Statement of Cash Flows	102
Consolidated Statement of Changes in Taxpayers' Equity	104
Notes to the Accounts.....	105
Appendices	140

Performance Report

PERFORMANCE REPORT

Performance Overview

This section outlines the Department's performance during the financial year and highlights the key issues and risks. It also includes the role and purpose of the Department of Finance (DoF).

Our Role and Purpose

The Department of Finance (DoF) provides the Northern Ireland (NI) departments and other public bodies with money, staff, professional services and business support systems, helping them to deliver excellent, value for money public services.

We do this by:

- Managing public money – effectively allocating resources to where they are most needed to support the delivery of public services;
- Supporting people – recruiting, developing and supporting the best people for the Northern Ireland Civil Service (NICS) and providing opportunities for individuals to reach their full potential;
- Transforming and innovating – improving effectiveness across the public sector by transforming the way we work;
- Providing evidence and insights – supporting evidence-based policy and informing public debate through high quality, trusted, meaningful data, evidence and research; and
- Delivering public services – collecting rates revenue to provide funding towards public services such as health, education and infrastructure, as well as council services.

The Department is one of nine Northern Ireland departments constituted under the Departments Act (Northern Ireland) 2016 and the Departments (Transfer of Functions) Order (Northern Ireland) 2016.

Organisational Structure

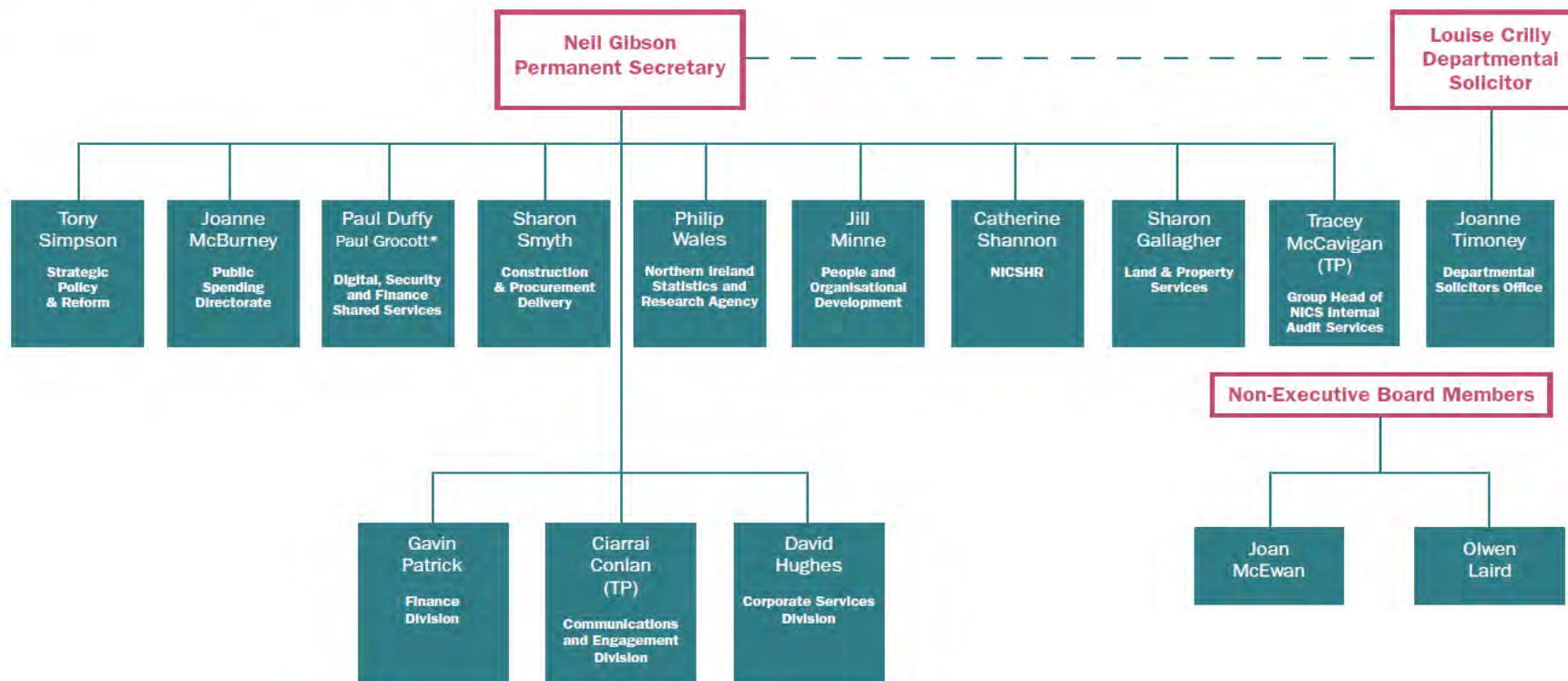
The Departmental group comprises the core Department (consisting of eight Directorates, four Divisions) and one Executive Agency (Northern Ireland Statistics & Research Agency).

The Department also has joint responsibility for one North/South body, Special European Union Programmes Body (SEUPB). SEUPB is included within the Departmental boundary and was designated in Estimates and Accounts (Designation of Bodies) Order for consolidation into the Department's annual Estimates and Accounts. The 2025 accounts for SEUPB have been consolidated into the Departmental resource accounts.

Note 20 of the Accounts provides a full list of entities within the Departmental boundary. The Department's wide remit and its principal activities through these Directorates and Agency are set out in Appendix 1.



DoF Organisational Chart as at 31 March 2026



**On 1 April 2026, Digital, Security and Finance Shared Services (DSF) was restructured into two separate Directorates. Paul Grocott was appointed Deputy Secretary for Digital Shared Services and Paul Duffy was appointed Deputy Secretary for Integr8 and Finance Shared Services.*

Accounting Officer's Introduction

I am pleased to present the Department of Finance (DoF) Annual Report and Resource Accounts for the year ended 31 March 2026.

During 2025–26, the Department delivered a wide range of significant outcomes despite operating in an exceptionally challenging financial environment. These achievements reflect the professionalism, resilience and sustained commitment of colleagues across the Department, for which I am extremely grateful.

Notwithstanding ongoing financial pressures, DoF successfully delivered a balanced budget for the year. This was achieved through a combination of increased income from services we deliver, careful management of vacancy numbers and timings, and rigorous control of expenditure throughout the year.

The financial outlook remains highly challenging, both for the Department and for the wider public sector, with significant funding pressures expected to persist. In response, the Department is developing a new five-year plan focused on maximising available resources and adopting new and innovative approaches to meet growing demands on public services.

Transformation is central to delivering this plan and operating within our financial constraints. This will require clearer prioritisation of investment, increased efficiency and new ways of working. Integr8 will be a key enabler, providing a significant opportunity to integrate Finance and Human Resource (HR) services for the first time, modernise processes, and fully utilise technology to deliver effective, NICS-wide services.

This transformation is underpinned by the new five-year Civil Service People Strategy, which is fundamental to how services are delivered across the NICS. As expectations continue to rise, it is essential that our people are supported, skilled and equipped to perform at their best in delivering high-quality public services.

Progress also continued on the NICS Office Estate Strategy during the year, including the sale of Clarence Court and Victoria Hall. The creation of a leaner, greener and more modern estate will release much-needed capital for reinvestment in public services, while also reducing ongoing running costs and energy usage — increasingly important in the current financial climate.

I continue to be impressed by the resilience and determination of colleagues and the hard work demonstrated across the Department of Finance. I am confident that, through continuous improvement and effective collaboration both within the NICS and with external partners, the Department will continue to support the delivery of vital public services and improve outcomes for the people here.

Non-Executive Board Members' Report

Non-Executive Board members (NEBM), Olwen Laird and Joan McEwan (both appointed in September 2023), support the Accounting Officer and Departmental Board by providing independent advice, expertise and constructive challenge to the executive members. In addition to their role at Departmental Board, both NEBMs sit on the Departmental Audit and Risk Committee (DARC), together with Independent Member, Gary Fair (appointed July 2024). Both NEBMs sit on the NISRA Audit and Risk Committee (ARC), and one member (Olwen Laird) also sits on the People and Resources subcommittee.

The DARC supports the Accounting Officer and the Departmental Board on issues of risk, control and governance. In addition, DARC provides advice to the Accounting Officer and assurance around governance and internal and external audit, including the adequacy of internal audit coverage. DARC is chaired by one of the Non-Executive Board Members and operates under the best practice guidance contained within the Audit and Risk Assurance Committee Handbook (NI) issued under DAO (DoF) 03/18 in March 2018 and Effective Audit and Risk Assurance Committees – a Good Practice Guide issued in March 2025.

Joan McEwan is the Chair of the DARC and along with Olwen Laird have been in situ since their NEBM appointment. Gary Fair was appointed as an Independent Member in July 2024. In total, the Committee met on seven occasions during 2025-26, with four full agenda meetings, two meetings to discuss the draft accounts and one deep dive meeting, focused on outstanding Internal Audit recommendations. In relation to the latter, DARC welcomed the improvement in outstanding Internal Audit recommendations which had reduced from nine in the previous year to five.

The risk profile for the Department has been reviewed regularly by the Departmental Board and the DARC. During the year, new controls and management actions have been put in place to mitigate the risks and to minimise the impact should they materialise. This has resulted in the re-grading of risk status and the inclusion and removal of risks at Departmental level as necessary. Work to refine the classification of risk ownership pertaining solely to the Department of Finance and more widely within shared services has continued during the year and this has been reflected in an updated and restructured risk register. Risks relating to the shared services operated by the Department will have an impact on other Departments and Arm's Length Bodies who rely on them and will be shared accordingly.

The Departmental Board has agreed a Risk Appetite Statement which articulates the amount of risk the Department is prepared to accept, tolerate, or be exposed to in pursuit of its strategic objectives or from other inherent issues, which although not directly linked to the strategic objectives, have an impact on the risk profile of the Department. A review of the Department's risk appetite is currently underway and will be considered by DARC before being submitted to the Departmental Board for approval.

DARC has expanded its work plan to include updates on additional areas such as Major Programmes and Projects and the When Things Go Wrong process. The Committee has also continued to review its standard agenda items, covering a range of corporate governance and internal control matters, including:

- Progress against internal audit plans and development of future plans;
- Progress against internal and external audit recommendations;
- Departmental Resource Accounts;
- Assurance Statements provided by all Business Area Directors;
- Reports to Those Charged with Governance provided by NI Audit Office;
- Direct Award Contracts (DACs) & External Consultancy;
- Accountability Grids in relation to Public Accounts Committee recommendations;
- Fraud;
- Raising Concerns (whistleblowing);
- Climate Update and DoF Climate and Sustainability Action Plan;
- SEUPB Assurance and update papers;
- Public Accounts Committee (PAC) Recommendations and;
- Renewable Heat Incentive scheme (RHI) Inquiry Recommendations.

At each meeting, DARC receives a summary position of the Audit Recommendations Register which indicates the progress being made against each internal and external audit recommendation. This provides a more complete view of outstanding actions and recommendations from these two lines of defence. This supports DARC in identifying those recommendations which are past due, or which require further discussion at DARC level. The DARC also receives a dashboard report providing a high-level view on progression of internal audit work against plan.

During the year the Chair of the DARC has presented a formal report from each DARC meeting to the Departmental Board. The Chair also presents an annual report outlining the work undertaken by the Committee and providing assurance on the systems of internal control in operation across DoF.

All meetings of the DARC are attended by representatives from the Northern Ireland Audit Office (NIAO) and the Head of Internal Audit (IA). The Chair of the Committee holds independent meetings separately with the NIAO and Head of IA to discuss any particular issues of concern. The Committee completed its annual Self-Assessment Exercise in March 2026 which was presented at the April 2026 meeting.



Joan McEwan

Non-Executive Board Member and Chair of the Departmental Audit and Risk Committee

Performance

Minister John O'Dowd has been in situ as the Minister for Finance since 3 February 2025. The Minister of Finance did not issue any Ministerial Directions to the DoF Permanent Secretary during the 2025-26 period.

The 2025-26 DoF Business Plan was published in June 2025. The plan was the blueprint for the year and laid out the key activities to be undertaken to deliver against strategic priorities, including delivering the newly implemented Civil Service People Strategy, delivery of service transformation projects and delivery of the Estate Strategy.

The Programme for Government (PfG 2024-27) was agreed by the Executive on 27 February 2025 and sets out the priorities the Executive will focus on over this mandate.

The Department of Finance is responsible for a number of commitments within the New Decade, New Approach (NDNA) Agreement, progress on which is outlined on page 11.

The Department continued to deliver most of the business plan targets while maintaining service delivery. Progress was reported to the Board using an assessment rating of each target and narrative on the actions taken to deliver the expected outcomes. The assessment rating refers to status reporting which indicates how much progress has been made on meeting a specific target.

Of the **48** targets, at year end, **41** were achieved within the timeframe and **seven** will be achieved outside of the timeframe. Further information is provided in the performance analysis on page 9.

The principal risks and issues affecting the delivery of the Department's objectives are monitored through the reporting cycle outlined below. In early 2025, a review of the arrangements for the management and oversight of corporate risk was undertaken. As a result, a new risk register, structured around a thematic approach, was agreed and first presented to the Departmental Board at its meeting in June 2025. This revised approach provides a clearer distinction between risks arising from the Department's internal operations and those associated with shared services arrangements that impact other departments and Arm's Length Bodies which depend upon them.

There were **six** Departmental risks and **five** NICS service risks recorded in the last quarter of the 2025-26 year with **four** high (red) risks of which **two** were Departmental and **two** were NICS service wide, namely:

Departmental Risks

- Due to a potential cyber-attack there is a risk of significant disruption of systems and services resulting in impact to internal and citizen facing services provided by the Department, leading to potential loss of data and reputational damage.
- Due to the failure to deliver the Integr8 Programme, in accordance with the Programme Plan, there is a risk that the integrated Finance and HR services for DoF and NICS not being achieved will result in the anticipated benefits not being realised, and a continued reliance on increasingly outdated technology with associated costs.

NICS Service Risks

- Due to the inability of NICS departments to manage their Executive budget allocations, there is a risk that the Executive will realise overspends resulting in penalties being applied in future year budgets or funding being lost through excessive underspends.
- Due to a potential cyber-attack there is a risk of significant disruption of systems and services resulting in impact to internal and citizen facing services provided by NICS, leading to potential loss of data and reputational damage.

Departmental Reporting Cycle

The DoF Business Plan 2025-26 set out the Department's objectives and targets and how the Department will work to deliver its objectives.

Progress against the Department's objectives and targets is reported and reviewed regularly both at business area level and by the Departmental Board. The end of year results are set out in the Performance Analysis section of this Annual Report.

The Budget Act (Northern Ireland) 2026, which received Royal Assent on 20 March 2026, together with the Northern Ireland Spring Supplementary Estimates 2025-26 which were agreed by the Assembly on 23 February 2026, provide the statutory authority for the Executive's final 2025-26 expenditure plans. The Budget Act (Northern Ireland) 2026 also provides a Vote on Account to authorise expenditure by departments and other bodies into the early months of the 2026-27 financial year.

The 2025-26 Main Estimates and Spring Supplementary Estimates are available on the Department's [website](#).

Performance Analysis

Performance during 2025-26

The Department's performance over the past financial year has been monitored and reported to the Departmental Board.

Notable Achievements

The Department has made significant progress during 2025-26 and notable achievements have included:

Sustainable Funding for Public Services

- The Department enabled £29.85bn of cash to be issued to fund government services;
- Rate Collection strategy launched which has supported collection of £1.72bn;
- 68 disposals of surplus public-sector property completed with a total value of £14.16m; and
- £122m committed in PEACE PLUS funding calls.

Legislating for Positive Change

- The Deaths, Still-Births and Baby Loss Act received Royal Assent in February 2026;
- The Fiscal Council Bill and the Marriage and Civil Partnership Bill introduced into the Assembly; and
- Office of the Legal Services Oversight Commissioner established.

A Collaborative and Skilled Civil Service

- The Civil Service People Strategy 2025–2030 launched;
- Key HR policies updated including Hybrid Working, Recruitment Advertising, Standards of Conduct (Private Occupations), Domestic and Sexual Abuse, and Grievance & Dignity at Work;
- 30 NICS Live events delivered to over 17,000 colleagues on health and wellbeing topics;
- A new innovative pilot recruitment model was used to recruit Administrative Officers in North West delivering offers within 8 weeks, with 155 candidates in post within 12 weeks of launch and a merit list of 432 candidates generated for future supply; and
- 6,459 trainees received training, delivered via 414 virtual and classroom sessions.

A Modernised and Innovative Service

- NIDirect Contact Centre achieved a channel shift of 24% providing alternate and faster ways for the public to get in contact with government at a time and place that suits;
- Contract awarded for Integr8 Delivery Partner to support with the transformation of Finance and HR Services and roll out of new technology;
- Pilot projects introduced targeting verification under the UK Net Zero Carbon Building Standard/Building Research Establishment Environmental Assessment Method

(BREEAM)/Passivhaus to assist departments reduce the climate impact of their estate; and

- Three major buildings were divested during 2025-26; two buildings were sold and a lease was exited with cost savings of approximately £2.05m per annum.

Achievement of Departmental Targets

As at 31 March 2026, **41** targets were achieved within the timeframe. **7** will be achieved outside of the timeframe and these are detailed below.

Development of a DoF Departmental Five-Year Budget Plan

The sole measurement within this target will be achieved outside of the timeframe.

- *Budget Plan approved by Departmental Board and Minister*
Work continues on the 2026-29 multi-year budget which will then inform the five-year plan.

Place the independent Fiscal Council on a statutory footing

One measurement of this target will be achieved outside the timeframe.

- *Legislation enacted*
The bill was introduced to the Assembly on 23 June 2025. The Finance Committee sought an extension of the scrutiny stage until March 2026, when the report was received. The Bill is now moving to the next stage of the legislative process, with Royal Assent expected by early Autumn 2026.

Make statutory provision for the delivery of baby loss certificates

The sole measurement within this target will be achieved outside the timeframe.

- *Introduce secondary legislation which establishes the baby loss certificate scheme*
Drafting is now at an advanced stage, following the enactment of the Deaths, Still-Births and Baby Loss Act (NI) 2026, under whose powers the baby loss scheme will be made.

Enable wider transformation to deliver service improvements in line with People Strategy

One measurement within this target will be achieved outside of the timeframe.

- *Implement a new model for the delivery of Occupational Health Services that supports NICS staff and provides a more holistic, staff centric service*
A new case management system went live on 30 April 2026 which will help streamline processes and will increase efficiency through improved data analytics. Work is ongoing to progress towards a new service delivery model for Occupational Health throughout 2026. The service has now stabilised and there is a focus on expanding the multi-disciplinary medical team which will enhance the range of services.

Lead the People strand of Civil Service reform/ transformation

Two measurements within this target will be achieved outside the timeframe.

- *Design and deliver employability programmes to support Civil Service inclusive employment and career pathways.*
All JobStart Scheme placements have now been delivered. NICS recruited 21 participants to administrative roles by the end of March 2026. Work is progressing on the NICS care experienced employability scheme, with departments and external partners engaged to identify roles and develop the offer.
- *Work with public expenditure team to develop, gain approvals and negotiate two-year Civil Service pay offer for 2026 and 2027.*

Negotiations scheduled for April were postponed as a Civil Service pay offer cannot be made until an Executive budget is in place.

Provide high-quality statistical information to support public policy

- One measurement within this target will be achieved outside the timeframe.
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's analytical work to inform the decision to transition to the new online NI Labour Market Survey is well advanced and being used to finalise processes. Stakeholder engagement and collaborative work with the Office of National Statistics (ONS) are both continuing. Comparable Great Britain (GB) data will be key.

New Decade, New Approach Commitments

During the 2025-26 year the Department continued to deliver commitments included in the Agreement which was published in January 2020 as follows:

Structures will be put in place that will help deliver timely and fair public sector pay awards.

Following approval of the 2025-26 Budget by the Assembly on 19 May 2025, the NI public sector pay policy guidance was published on 27 May 2025 in FD (DoF) 04/25, allowing for 2025-26 pay discussions and negotiations to begin.

To enable births, marriages and deaths to be registrable in Irish.

Officials have been working on a staged journey to meet the commitment. Stage One is complete, giving informants the option to register a life event and obtain subsequent certificates with the headings in English, Irish or bi-lingual English/Irish and contents in English.

Future steps towards meeting this NDNA commitment include making more of the contents of certificates available in English, Irish or bi-lingual English/Irish (Stage Two). This could be followed by giving informants the option to complete the full Registration journey in Irish, with Irish speaking Registrars (Stage Three).

There are several constraints which limit the General Registration Office's (GRO) capacity to progress further stages for Irish language certificates at pace. Among these, the modifications which would be required to GRO's IT systems to accommodate new language options are some of the most difficult to resolve quickly and at low cost. Our current assumption is that rather than retrofitting Irish language options into our existing system, we should work towards a new system which facilitates these new requirements under a new contract which will need to be specified, tendered, procured, developed and made operational.

The Executive will establish a dedicated sub-committee which will consider the findings of the Renewable Heat Incentive (RHI) inquiry and propose further reforms, in addition to those in this agreement, to deliver the changes necessary to rebuild public confidence. The parties agree to deliver any such reforms rapidly once the inquiry has reported.

The Action Plan to complete the work in response to the RHI Inquiry and the recommendations of the NI Audit Office was published in February 2025; it is available online at [Implementation of the Recommendations of the RHI Inquiry](#). The Department is monitoring the implementation of these remaining actions. Officials provided their first report to the NICS Board, and the Head of

the Civil Service provided the Minister of Finance with a report that issued to the Executive on 11 December 2025. The second annual report was commissioned in February 2026.

Civil Service People Strategy

The new NI Civil Service People Strategy 2025-2030 launched on 8 April 2025. The People Strategy aligns with the Programme for Government 'Doing what Matters Most' with a clear focus on collaborative decision-making and outcomes-based approaches.

It sets out three people priorities:

- **Skills and Capacity:**
Ensuring our workforce is equipped with the skills and capabilities to meet current and future demands.
- **Experience and Environment:**
Creating a positive and supportive work environment that enhances the overall experience of the workforce.
- **Leadership and Inclusion:**
Fostering a culture of strong leadership, inclusivity and diversity to drive better outcomes for our workforce and the public we serve.

These are the key priorities the Civil Service will address to ensure the workforce can deliver the pressing and immediate goals set out in the Programme for Government, while delivering and embedding long-term, sustainable change for the better across the Civil Service.

As we move into Year 2 of the People Strategy there is a need to move from a high-level vision to a clear set of deliverable products, closely aligned with Integr8. The newly developed Masterplan translates the Strategy from a collection of initiatives and enablers into a coherent, system-wide capability journey, illustrating at a strategic level how change is expected to be sequenced, governed, and measured over time.

The 9 Key initiatives are:

- **Simplify and streamline the recruitment process:** to ensure we continue to recruit the best people, and capability gaps are addressed ensuring a continued supply of talent in the Civil Service.
- **Introduce a new corporate approach to strategic workforce planning:** with the development of Civil Service workforce planning toolkits and modelling proposals.
- **Complete a review of Civil Service professions:** to ensure a workforce empowered to deliver.
- **Improve digital skills:** supporting the workforce to best utilise the tools and platforms available to them as well as emerging technologies.
- **Complete a HR policy renewal programme:** to modernise people policies to ensure they are user-centric and have a positive impact on employee experience.
- **Improve the workforce's health and wellbeing:** through the implementation of the Civil Service Health and Wellbeing Strategy building a positive health and wellbeing culture for all Civil Servants as well as focused support for mental health and stress related issues.
- **Set out a fair total reward approach in a new Pay and Reward Strategy:** that sets out a fair total reward approach for the Civil Service as an employer.

- **Equip and support managers:** by implementing a refreshed learning and development provision for management and leadership as well as implementing updated and refreshed toolkits and support for line managers in respect of people matters.
- **Build capability with a focus on collective leadership:** developing leaders across our whole workforce, encouraging the values and behaviours that inspire teams and foster a sense of collective purpose.

The implementation of the People Strategy will enable the NI Civil Service to build on its strengths, deliver its work programme and prepare for future challenges and opportunities, through a collaborative and skilled civil service focused on outcomes and delivering for all.

The governance and accountability structure for the People Strategy is as follows:

- The Finance Minister retains formal decision-making authority for the People Strategy and its constituent elements.
- The NICS Board sets the strategic direction, ambition and organisational priorities for the People Strategy 2025–2030.
- The People Committee, operating under delegated authority from the Board, makes strategic delivery decisions on the Board’s behalf, including setting priorities, endorsing cross-cutting initiatives and addressing systemic delivery risks. The Committee also assesses substantive changes to the Strategy’s direction and delivery plans, endorses those changes for Board consideration and approval, and acts as the Sponsoring Group for the delivery programme.
- The People Strategy Senior Responsible Owner (SRO) chairs the People Strategy Programme Board and is accountable for delivering the People Strategy. The SRO holds sole decision-making authority for programme delivery.
- The People Strategy Programme Board is the primary operational governance forum for the day-to-day delivery of the People Strategy programme. It supports the SRO by advising them on programme-level planning, delivery, resource allocation, benefits tracking, and risks and issue management.
- An annual progress report will be published for transparency.

Raising Concerns

The Department is committed to the highest possible standards in the delivery of its functions and services. In DoF, when concerns arise, we are fully committed to responding appropriately, correcting errors and learning lessons. This is in line with the [NICS Raising a Concern Policy Framework](#). Raising a concern, often referred to as “whistleblowing”, refers to someone notifying a department or agency about something going wrong, including risk, danger, malpractice, wrongdoing or illegality. Each concern is considered appropriately, and ongoing updates are provided to the Departmental Audit and Risk Committee at each of its meetings.

DoF received 15 cases of concern during 2025-26; 9 were not treated as a concern and a reply was sent advising of alternative procedures or an alternative business area to contact. The issues in the cases raised and closed during the 2025-26 year did not raise any issues of significance or of general application.

Financial Review

A detailed analysis of Outturn against Estimate by function can be found in the Statement of Assembly Supply (SOAS) within the Accountability Report.

Table 1 below summarises Outturn against Estimate and links directly to SOAS, a key accountability statement which is audited.

Table 1: Summary Net Resource Estimate and Outturn

	Outturn £000	Estimate £000	Outturn vs Estimate saving/ (excess) £000
Total Request for Resources	294,715	303,502	8,787
Net Cash Requirement	276,707	297,578	20,871

The net resource outturn was **£294.7m** against an estimated provision of **£303.5m**.

The total variance was **£8.8m**, split between the Departmental expenditure limit (DEL) **£6.5m** and the annually managed expenditure (AME) **£2.3m**.

Of the DEL underspend, approximately £1.6m relates to a non-earmarked underspend mainly due to LPS generating additional income in Land Registration (£0.6m), Ordnance Survey (£0.4m) and difficulties filling vacancies (c£0.6m) across the majority of business areas. A further £2.6m relates to an earmarked underspend due to delays in the Integr8 project (£1.2m) from difficulties in recruiting the specialist resources required to support Programme delivery and spend on the implementation partner. The implementation partner started in August 2025 and spend was less than expected in the 2025-26 financial year, with some deliverables moving forward into the 2026-27 financial year; and reduced spend on the Rate Rebate scheme (£1.4m) which is demand led. A £2.2m underspend in non-cash mainly relates to the HR Connect asset, which was not re-lifed, as had been expected, as part of the revaluation exercise.

Of the AME underspend, £2.3m relates to budget set aside to cover potential provisions that did not crystallise. AME spend is by its nature unpredictable.

The Department's net cash requirement outturn was **£276.7m** against an estimated provision of **£297.6m**, a variance of **£20.9m**. The bulk of the variance relates to the movement in working capital other than cash, depreciation and adjustment for provisions.

Detailed explanations of the variances are given in the SOAS note 1 in the Accountability Report section.

Budgeting Framework

The Department of Finance (DoF) is responsible for management of the NI Executive Budget process in line with a budgetary framework set by Treasury.

The total amount a department spends is referred to as the Total Managed Expenditure (TME); which is split into:

- Annually Managed Expenditure (AME)
- Departmental Expenditure Limit (DEL)

Treasury and in turn DoF, do not set firm AME budgets. They are volatile or demand-led in a way that departments cannot control. The Department monitors AME forecasts closely and this facilitates reporting to DoF, who in turn report to Treasury.

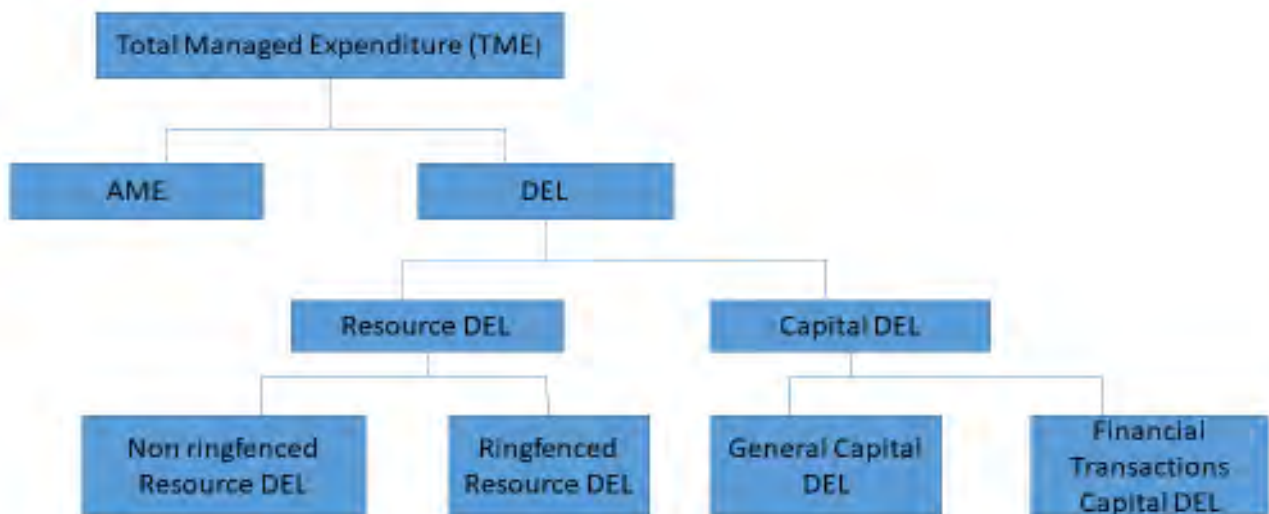
As DEL budgets are understood and controllable, Treasury sets firm limits for DEL budgets for Whitehall departments and Devolved Administrations at each Spending Review. The NI Executive, based on advice from the Finance Minister, will in turn agree a local Budget that will set DEL controls for Executive departments.

DEL budgets are classified into resource and capital.

- Resource budgets are further split into non-ringfenced resource that pays for programme delivery and departmental running costs and separately ringfenced resource that covers non-cash charges for depreciation and impairment of assets and student loan impairment.
- Capital DEL is split into ‘general’ Capital for spending on the purchase and/or acquisition of assets and ‘Financial Transactions Capital (FTC)’ which can only be used for loans or equity investments in private sector organisations.

Further detail on the Budgeting Framework can be found in the Consolidated Budgeting Guidance published by Treasury [Consolidated budgeting guidance: 2025-26 - GOV.UK](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/100000/consolidated-budgeting-guidance-2025-26.pdf)

Budget Structure



Budgetary Performance

Details of the Department’s performance against Budgetary Control totals, as set out in the Spring Supplementary Estimates (SSEs), is set out in the table below.

Table 2: Department's Performance by Budgetary Control

	2025-26 Final Plan £000	2025-26 Final Outturn £000	2025-26 Underspend / (Overspend) £000
Resource DEL	285,315	278,842	6,473
<i>Including</i>			
<i>Non-ringfenced</i>	234,099	229,845	4,254
<i>Ringfenced D/I</i>	51,216	48,997	2,219
Capital DEL	33,927	31,688	2,239
<i>Including</i>			
<i>General Capital</i>	33,927	31,688	2,239
Total DEL	319,242	310,530	8,712
AME	18,187	15,873	2,314
<i>Including</i>			
<i>AME Resource</i>	1,613	(322)	1,935
<i>AME D/I</i>	16,574	16,195	379
<i>AME Capital</i>	-	-	-
Total Managed Expenditure	337,429	326,403	11,026

Explanation of Variances

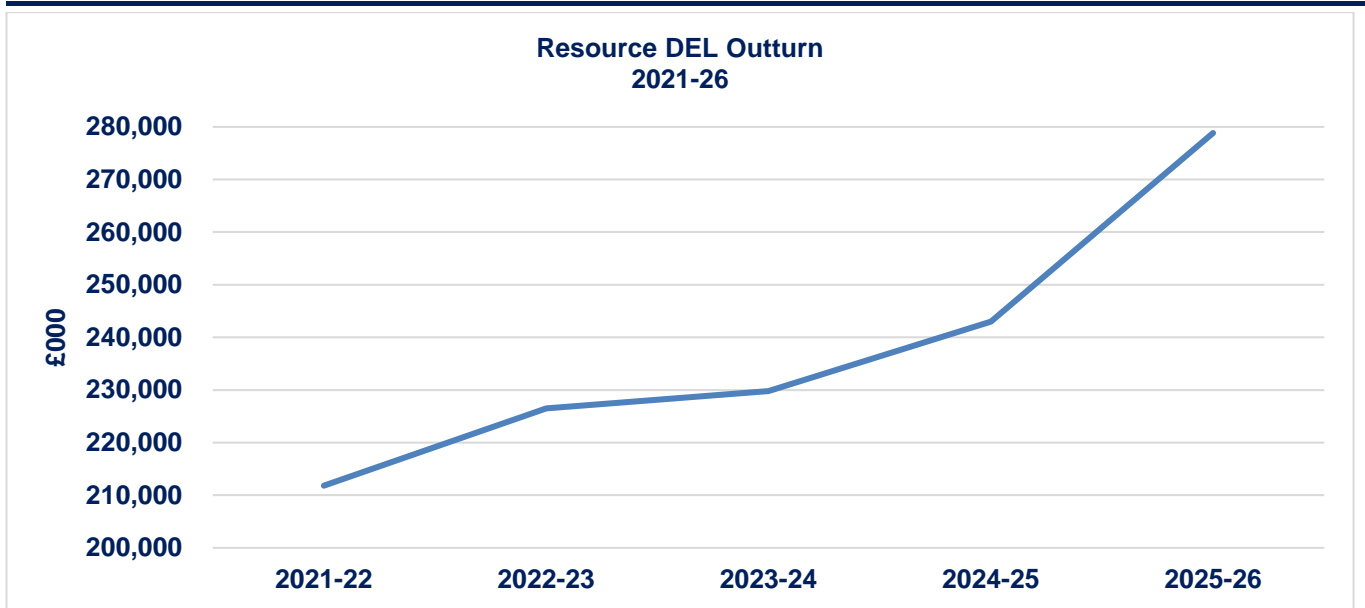
Of the DEL non-ringfenced underspend, approximately £1.6m relates to a non-earmarked underspend mainly due to LPS generating additional income in Land Registration (£0.6m) and Ordnance Survey (£0.4m) and difficulties filling vacancies (c£0.6m) across the majority of business areas. A further £2.6m relates to an earmarked underspend due to delays in the Integr8 project (£1.2m) from difficulties in recruiting the specialist resources required to support Programme delivery and spend on the implementation partner. The implementation partner started in August 2025 and spend was less than expected in the 2025-26 financial year, with some deliverables moving forward into the 2026-27 financial year; and reduced spend on the Rate Rebate scheme (£1.3m) which is demand led. A £2.2m underspend in the ringfenced budget mainly relates to the HR Connect asset, which was not re-lifed, as had been expected, as part of the revaluation exercise. The overall underspend of £2.2m in Capital is due to a £0.7m underspend resulting from IFRS 16 dilapidations not occurring in 2025-26 as expected. A further £0.8m being the net underspend of additional new requirements and project delays on smaller projects including Stormont Estate and Marlborough House Replacement and £7.0m increased receipts from loss of disposals and Clarence Court receipts. These are then offset by £6.1m resulting from a delay in the regearing of a lease.

The under spend of £2.3m in AME mainly relates to budget set aside for property related provisions. AME spend is by its nature unpredictable.

Long-Term Expenditure Trend

	2021-22 Outturn £000	2022-23 Outturn £000	2023-24 Outturn £000	2024-25 Outturn £000	2025-26 Outturn £000
Total Departmental Spending					
Total Resource DEL	322,376	220,220	229,800	243,000	278,842
<i>Of Which:</i>					
- Staff Costs*	180,756	181,743	188,950	192,724	215,436
- Other	250,992	139,804	145,113	162,622	199,101
- Depreciation & Impairment	34,039	52,044	52,351	50,978	48,997
- Income	(143,411)	(153,371)	(156,614)	(163,324)	(184,692)
Total Resource AME	456	5,062	(3,990)	13,740	15,873
<i>Of Which:</i>					
- Staff Costs	(1,623)	(739)	-	-	-
- Other	1,204	5,393	(4,786)	1,035	(322)
- Depreciation & Impairment	875	408	796	12,705	16,195
Total Resource Budget	322,832	225,282	225,810	256,740	294,715
<i>Of Which:</i>					
- Staff Costs	179,133	181,004	186,202	192,400	215,436
- Other	252,196	145,197	143,075	163,981	198,779
- Depreciation & Impairment	34,914	52,452	53,147	63,683	65,192
- Income	(143,411)	(153,371)	(156,614)	(163,324)	(184,692)
Total Capital DEL	32,541	31,758	34,445	20,504	31,688
<i>Of Which:</i>					
- General Capital	32,351	31,713	34,445	20,501	31,688
- Capital Grants	190	45	-	3	-
Total Capital AME	-	9,077	(727)	(955)	-
Total Capital Budget	32,541	40,835	33,718	19,549	31,688
Total Departmental Spending	355,373	266,117	259,528	276,289	326,516
<i>Of Which:</i>					
- Total DEL	354,917	251,978	264,245	263,504	310,530
- Total AME	456	14,139	(4,717)	12,785	15,873

*Difference in staff costs within the long-term expenditure trends budget outturn and the remuneration report is attributable to the NI share of SEUPB staff costs.



*Graph excludes COVID-19 expenditure

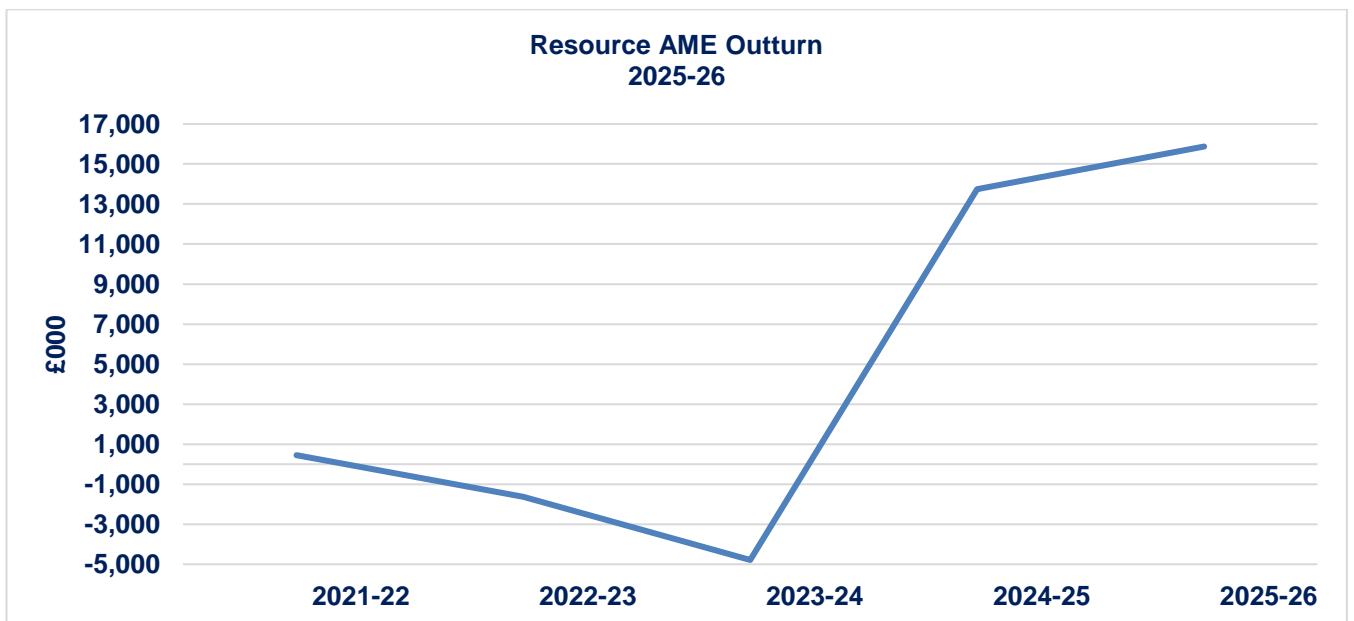
2021-22 had spend of £110.6m associated with COVID-19 and for the purposes of the graph this has been excluded to give a comparison of actual Departmental spend.

2022-23 had an increase in spend compared to the previous year mainly as a result of increased energy costs, increase in the rate rebate programme, increased staff costs and increased depreciation requirements following a change in accounting treatment.

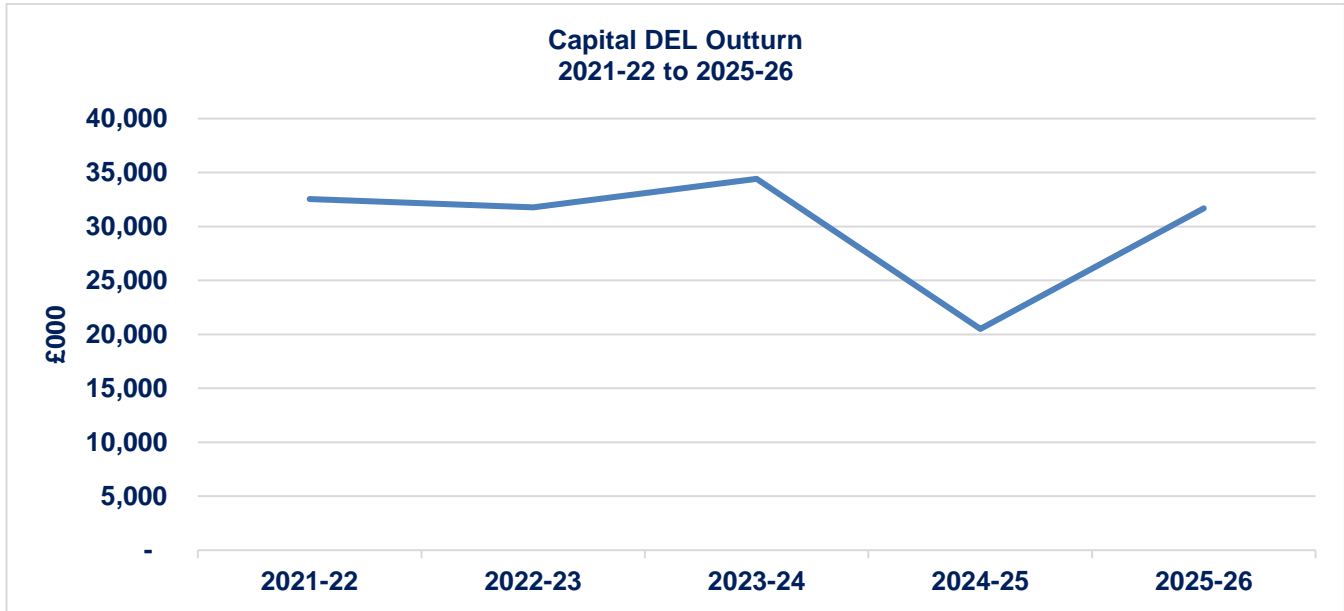
2023-24 saw a further increase in the rate rebate programme along with increased staff costs.

2024-25 has continued increases in the rate rebate programme and staff costs. Spend has also increased as work continues in relation to transformation programmes Integr8 and NOVA.

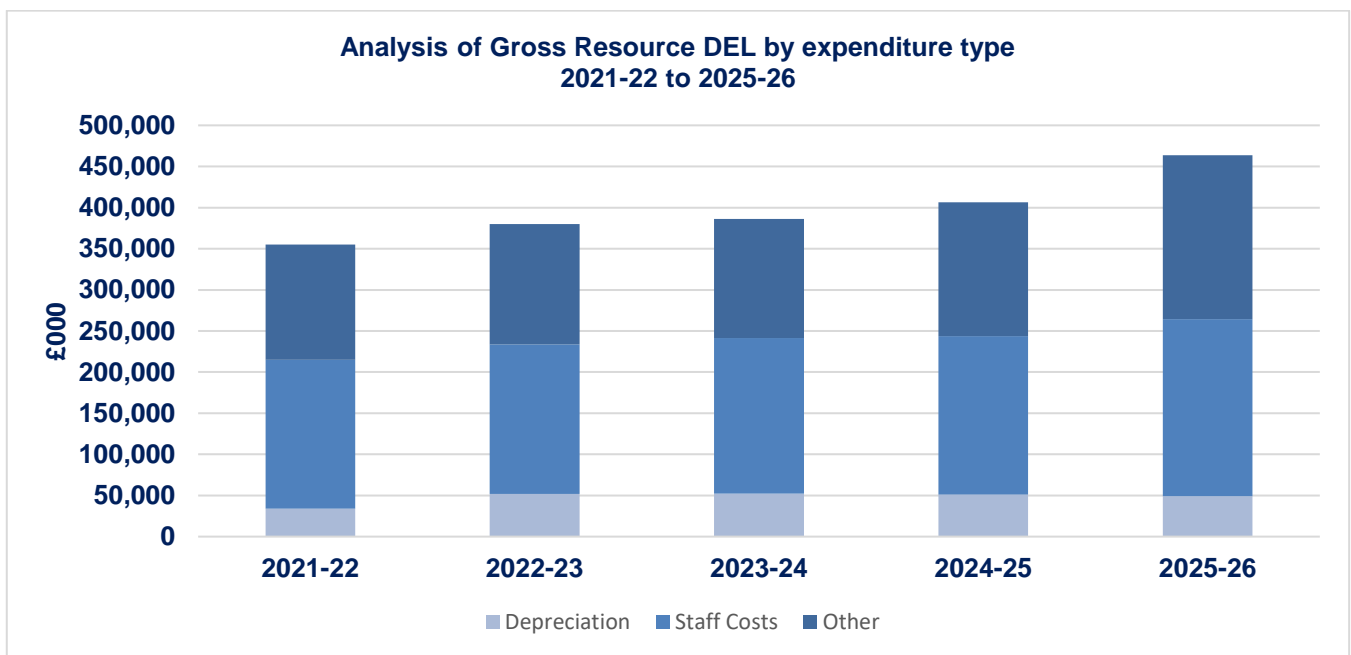
2025 –26 saw further increases in the rate rebate, Integr8 Programmes and increased staff costs.



AME covers areas of expenditure that are more volatile including the revaluation of the office estate as a result of changes in market value and potential legal liabilities. The decrease in 2022-23 and 2023-24 is mainly due to changes in how lease exits are accounted for. The sharp increase in 2024-25 is due to the revaluation cost of the office estate combined with negative AME outturn in both 2022-23 and 2023-24. The increase in 2025-26 is due to the revaluation exercise on Properties Division assets.



Spend in 2022-23 remained consistent with spend in 2021-22. Spend increased in 2023-24. This is due to digitalisation of statistical data and additional spend on IT equipment, offset by the reduction in the spend on major capital works projects. The reduction in 2024-25 was due to increased sales of properties, reductions in dilapidations and reduced spend on capital projects. The increase in 2025-26 is due to spend in LPS on the Land Registration Delivery Partner.



Over the five-year period shown above:

1. *Depreciation and impairment costs* – Costs increased significantly in 2022-23 due to IFRS16 accounting changes that brought operating leases on balance sheet and have remained at a similar level during 2023-24 but decreasing in 2024-25 due to impairment costs as a result of revaluations on two properties. In 2025-26 costs have reduced further due to the HR Connect asset reaching end of life.
2. *Staff costs* – Staff numbers increased in 2022-23 resulting in increased costs. In 2023-24 pay increases and a non-consolidated amount for each staff member increased costs. Pay increases mainly account for the increase in staff costs in 2024-25 and 2025-26. In 2025-26 a 6% plus progression pay award was received. The Department will continue to monitor staff levels and associated costs; *and*
3. *Other costs* – These have remained relatively constant despite inflationary pressures and additional corporate functions. The increase in 2024-25 was mainly due to transformation projects Integr8 and NOVA and the continued increase in Rate Rebate payments. Further increases in 2025-26 are mainly due to increased spend on the Rate Rebate and Integr8 Programmes.

As with the above graphs the costs associated with COVID-19 in 2021-22 have been excluded to enable comparison of actual Departmental spend.

Future Developments

The business plan for 2026-27 is due to be published and continues to focus on key service delivery.

Specific targets will underpin the main themes, of:

- Sustainable funding for Public Services;
- A Collaborative and Skilled Civil Service;
- A Modernised and Innovative Service;
- Excellent Public Services;
- Modern Family and Property policy; and
- An efficient and effective Department.

The Budget Act (Northern Ireland) 2026, which received Royal Assent on 20 March 2026, together with the Northern Ireland Spring Supplementary Estimates 2025-26 which were agreed by the Assembly on 23 February 2026, provide the statutory authority for the Executive's final 2025-26 expenditure plans. The Budget Act (Northern Ireland) 2026 also provides a Vote on Account to authorise expenditure by departments and other bodies into the early months of the 2026-27 financial year.

Budget Allocation for 2026-27

The Budget Act (NI) 2026 provides legal authority for expenditure on a "vote on account" basis, initially permitting departments to access approximately 45% of their prior year allocations. The cash and resource balance to complete for the remainder of 2026-27 will be authorised by the

2026-27 Main Estimates and the associated Budget Bill based on an agreed 2026-27 Budget. In the event that this is delayed, then the powers available to the Permanent Secretary of the Department of Finance under Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 will be used to authorise the cash, and the use of resources during the intervening period.

Risks and Uncertainties

Risk management has been incorporated into the corporate planning process and decision-making processes of the Department. The Department has a Policy and Framework for Risk Management, which defines the framework and describes the process for identifying and managing risks. Further details on the Department's capacity to handle risk, the risk and control framework within which the Department operates, and a review of effectiveness of the Department's system of internal control are provided in the Governance Statement.

Events after the Reporting Period

There are no events after the reporting period requiring adjustment in the Departmental accounts.

Public Interest and Other

Payment to Suppliers

The Department is committed to the prompt payment of bills for goods and services received in accordance with the Late Payment of Commercial Debts (Interest) Act 1998. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or on presentation of a valid invoice or similar demand, whichever is the later.

The Department's performance in relation to the payment of invoices within 30 days was 97% (2024-25: 96%). The Department incurred £110 charges in 2025-26 (2024-25: NIL) as a result of the late payment of bills.

In 2025-26 an average of 94% of DoF's invoices were paid within 10 days (2024-25: 92%)¹.

Full details of performance in terms of paying invoices within 30 days and 10 days can be found at [Account NI](#).

¹ Figures refer to DoF Prompt Payment performance

Sustainability and Environmental Report

This sustainability report has been prepared in accordance with [NI's Sustainability Reporting Guidance for NICS Departments 2025-26](#), which is aligned with HMT sustainability reporting guidance and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. DAERA is the policy holder for the Sustainability Reporting Guidance for NICS Departments and will update the guidance over time. The Department of Finance (DoF) acts as its own policy administrator, coordinating data collection, assurance and preparation of this report.

The information included under Sustainability disclosures are not subject to the same audit requirements as financial information, therefore this report has not been audited and does not form part of the auditors' opinion on the accounts.

All information included in this report conforms to the normal public sector financial year from 1 April 2025 to 31 March 2026, unless otherwise specified. NI's Sustainability Reporting Guidance 2025-26 was issued to NICS departments on 23 March 2026. As a result, departments did not know at the start of 2025-26 what information they would be required to collect. This led to inconsistencies in the application of reporting boundaries, and in the quality and availability of data, with disclosures based on the best information available at the time. The Department will work to address these issues in future reporting cycles to improve consistency and data quality.

The organisational boundary used in this sustainability report is the core Department and the Northern Ireland Statistics and Research Agency (NISRA). The information disclosed in this report relates to the estate that the Department and NISRA occupies. Please note that this sustainability report includes information primarily for NISRA staff not outposted to a different department and the emissions caused by outposted staff is not accounted for.

It also includes the environmental impact from a building that is rented by the Department. In cases where a building is shared by two or more departments, the data is proportioned by the floor space utilised by the tenant. For example, if a department rents 50% of the floor space of a building, the Department will report 50% of the emissions associated with that building. To report the greenhouse gas emissions associated with activities, 'activity' data such as distance travelled, or tonnes of waste disposed has been converted into carbon emissions. The greenhouse gas conversion factors used in this report were published by the UK Government and can be found via the following link: [Greenhouse Gas Conversion Factors](#).

Governance

Board Oversight of climate-related issues

The Departmental Board oversees DoF's compliance with the Climate Change Act (Northern Ireland) 2022 (the Act), with adherence to the Act duties included in the DoF 2025-26 Business Plan (Target #26)² and the DoF Corporate Risk Register. It manages oversight of climate and sustainability matters through regular board updates, approval of the Department's input to the Executive's draft Climate Action Plan (CAP) and approval and monitoring of the Department's annual Climate and Sustainability Action Plan (CSAP).

² [DoF Business Plan 2025-26](#)

The Department's CSAP is the primary mechanism through which DoF identifies, prioritises and delivers climate and sustainability related actions, providing a clear framework to support delivery of statutory climate obligations and wider sustainability objectives.

The Board approved the first CSAP for 2025-26, published in May 2025, which sets out 38 actions across mitigation, adaptation and behavioural change. The CSAP was developed with input from across the Department to embed climate considerations across policy development, finance, procurement, estates management and workforce practices. Progress is monitored through mid-year and year-end reports provided to the Board and the Departmental Audit and Risk Committee (DARC), enabling oversight of delivery, emerging risks and dependencies, and areas requiring further action, alongside other strategic and operational priorities, including estate management, procurement, financial planning and organisational change.

The CSAP also supports delivery of the 'Delivering Climate Action' pillar within the DoF Social Value Strategy 2025-27, ensuring alignment between sustainability objectives and the Department's wider economic, social and environmental responsibilities.

DoF is also represented on a number of NICS governance groups including the Climate Change Strategic Oversight Group and the Sector and Departmental Leads Group, both chaired by the Department of Agriculture, Environment and Rural Affairs (DAERA). These forums provide strategic, cross-Northern Ireland Civil Service oversight of statutory climate change duties, including delivery of the Executive's CAP, and support cross-government coordination and escalation of strategic issues. The DoF Directors and Permanent Secretary approved the Department's input to the Executive's draft CAP.

Management's Role in Assessing and Managing Climate-related Issues

The Board delegates day-to-day management and coordination of climate and sustainability related activity to officials through established internal governance arrangements and wider cross-government climate governance structures.

A DoF Climate Working Group (CWG) was originally established at the request of the Departmental Board and reconvened by the Permanent Secretary in March 2023. It leads climate and green growth action by championing delivery across business areas, identifying and progressing key policies and enabling actions to drive and embed climate action, and ensuring coordination to avoid gaps and duplication, with members representing all business areas and nominated for their authority and expertise.

Day-to-day coordination of climate and sustainability activity is led by the Climate and Covid Inquiry Division (CCID), working with the CWG and business areas to deliver CSAP actions, co-ordinate reporting, embed climate considerations in decision-making, and ensure adherence to statutory obligations under the Act.

The Department also established a Climate Change Community to support staff awareness, knowledge-sharing and capability-building, alongside the development of a communications and awareness programme.

Emissions

Emissions Scope 1 (Fuel Burned) and 2 (Purchased Electricity)

Please note that fuel consumed may include fuel that departments have purchased and stored, i.e. the fuel has not been burned in the reporting period. This is due to the information being sourced from fuel invoices.

The majority of the estate occupied by DoF is owned by the Department itself with only a minority of the buildings occupied by the Department being leased. The Department is responsible for the management and strategic planning of the Northern Ireland Civil Service (NICS) Office Estate and for maintaining the grounds of the Stormont Estate. The Department produced a NICS Office Estate Strategy in June 2024 which sets out the vision for the estate until 2035. The aim of the strategy is to have a leaner, greener and modern estate suited to the needs of the NICS³. The Department is currently in Phase 1 of delivery, which is focused on right sizing the NICS office estate. Since 2022 the number of buildings managed by the Department has gone from 66 to 50 in 2025⁴.

Data used to calculate Scope 1 (fuel burned) and Scope 2 (purchased electricity) emissions are derived from datasets originally compiled for financial and operational purposes. As a result, reporting boundaries and methodologies may not fully align with the Sustainability Reporting Guidance for 2025-26, and the information should be regarded as a best estimate based on currently available data. As the guidance was issued on 23 March 2026, and with 2025-26 data not being available, 2024-25 data is used instead. Work is planned to try and improve the quality, consistency, and availability of data sources ahead of future reporting cycles.

Sustainability Table 1: Energy Emissions, Consumption and Cost for Fuel Burned and Purchased Electricity in 2024-25

	Scope 1 (Fuel Burned)	Scope 2 (Purchased Electricity)
Emissions (kg CO_{2e})	Natural gas: 5,974,829 (kWh) x 0.18290 (conversion factor) = 1,092,796.31kg CO _{2e} Heating oil: 261,420 (kWh) x 0.25649 (conversion factor) = 67,052kg CO _{2e} Biomass ⁵ : 15,163 (kWh) x 0.01132 (conversion factor) = 172kg CO _{2e} Total: 1,160,019.46kg CO_{2e}	Electricity: 4,169,186 (kWh) x 0.20705 (conversion factor) = 863,230kg CO _{2e}
Consumption (kWh Gross CV)	Natural gas: 5,974,829 (kWh) Heating oil: 261,420 (kWh) Biomass: 15,163 (kWh) Total: 6,251,412kWh	Electricity: 4,169,186 (kWh)

³ For more information please see [NICS Office Estate Strategy](#)

⁴ This includes buildings owned and leased by DoF. More information of the scope of buildings included can be found in the progress report: [NICS Office Estate Strategy Progress Report 2022-2025](#)

	Scope 1 (Fuel Burned)	Scope 2 (Purchased Electricity)
Net Cost (£)	Natural gas: £428,406 Heating oil: £16,749 Biomass: £1,298 Total: £446,453	£873,392

Source of data: For multi-occupancy buildings within the DoF office estate, energy consumption figures are obtained directly from suppliers. These figures incorporate both actual and estimated meter readings.

For single-occupancy buildings within the DoF office estate, consumption figures are requested from individual departments. The original data sources used by Departments to compile these figures are not centrally visible.

Conversion factor used: [2024 UK greenhouse gas reporting: conversion factors - GOV.UK](https://www.gov.uk/government/publications/2024-uk-greenhouse-gas-reporting-conversion-factors)

Emissions Scope 1 (Department Owned Transport)

Sustainability Table 2: Mileage and Emissions by Department Owned Vehicle Type in 2025-26⁶

Vehicle size/ type	Fuel type	Mileage 2025-26	Kg CO2e 2025-26
HGV	Diesel	18,634 miles	18,634 (miles) x 0.97367 (conversion factor) = 18,143.37kg CO2e
Van III	Diesel	17,518 miles	17,518 (miles) x 0.44866 (conversion factor) = 7,859.63kg CO2e
Van (any class)	Diesel	5,568 miles	5,568 (miles) x 0.41138 (conversion factor) = 2,290.56kg CO2e
Large Car	Diesel	3,749 miles	3,749 (miles) x 0.33808 (conversion factor) = 1,267.46kg CO2e
Medium Car	Hybrid	26,604 miles	26,604 (miles) x 0.18869 (conversion factor) = 5,019.91 kg CO2e

Source of data: DoF fleet owners | Conversion factors used: [2025 UK greenhouse gas reporting: conversion factors - GOV.UK](https://www.gov.uk/government/publications/2025-uk-greenhouse-gas-reporting-conversion-factors)

As the Sustainability Reporting Guidance for 2025-26 was issued on 23 March 2026, the figures are based on best estimates provided by fleet owners. Fleet owners used different methodologies and data sources to produce their estimates as no consistent approach had been put into place for the collection. The mileage figures should therefore not be read as accurate or definitive but rather as an indication of current mileage.

A consistent and more robust means of capturing Departmental fleet data has now been put in place for 2026-27.

⁶ In line with the majority approach set out in the Sustainability Reporting Guidance 2025-26 the conversion factors for 2025 were used when preparing this report.

The Department also owns two electric buggies and one electric forklift. These are not included in Sustainability Table 2 as mileage information is not recorded by vehicle.

The Department also leases one aircraft. This aircraft has been included in this year’s sustainability reporting as the Department is the sole user of the aircraft. The aircraft is leased for use by Ordnance Survey of Northern Ireland (OSNI) Remote Sensing Operations team. OSNI forms part of Land & Property Services (LPS). The aircraft is specially equipped for the capture of aerial imagery used by OSNI to produce accurate and up-to-date geographic mapping data for Northern Ireland, for use by NICS, Local Government and the citizen.

Sustainability Table 3: Flight Activity and Fuel Use of DoF Leased Aircraft for 2025-26

Total Flight Time	Approximate Distance Flown (nautical miles)	Fuel Consumed (litres)	Kg CO2e
44h 36 min	6,654 ⁷	5,613	5,613 (litres) x 2.33116 ⁸ (conversion factor) = 13,084.80 kg CO2e

Source of data: DoF Land and Property Services | Conversion factors used: [2025 UK greenhouse gas reporting: conversion factors - GOV.UK](#)

To provide report users with a sense of scale for the use of the aircraft we have reported on total flight time, total fuel consumption as well as the approximate distance flown and emissions produced.

Emissions Scope 3 (Fuel Burned due to Business Travel via Staff Owned Transport)

Please note this sustainability report does not include data on staff commuting to and from their normal place of work. Please note vehicle size and vehicle fuel type are unknown for the data in Sustainability Table 4.

Sustainability Table 4: Mileage and Emissions from Vehicles not Owned by the Department in 2025-26⁹

Year	Mileage	Kg CO2e
2025-26	783,892	783,892 (miles) x 0.26915 (conversion factor) = 210,984.48kg CO2e

Source of data: Account NI | Conversion factors used: [2025 UK greenhouse gas reporting: conversion factors - GOV.UK](#)

Emissions Scope 3 – Business Travel using Public Transport that is Claimed back in 2025-26¹⁰

Please note there is no known record of mileage associated with public transport claims, only costs as shown in Sustainability Table 5.

⁷ Distance flown estimated using average required speed of 150 nautical mph. Exact mileage cannot be reported as Aircraft does not have an odometer

⁸ Using aviation spirit in [ghg-conversion-factors-2025-full-set.xlsx](#)

⁹ Due to the way outposted NISRA staff claim expenses though Account NI there is a possibility that a small percentage of the mileage reported comes from outposted NISRA staff.

¹⁰ This data is sourced from a system that processes travel claims for Departmental staff. The system is administered by the Department of Finance.

Sustainability Table 5: Expenses Claimed for Public Transport used for Official Business Travel (excludes Staff Commuting to their Regular Place of Work)¹¹

Year	Bus £	Rail £	Taxi £
2025-26	1,341	3,483	1,755

Source of data: Account NI

Emissions Scope 3 - Business Travel that is Booked via Travel Desk in 2025-26¹²

Sustainability Table 6: Air and Rail Travel Booked by Travel Desk for Department of Finance

Mode of Transport	Category	Class	2025-26	
			Distance (km)	Emissions (Kg CO2e)
Domestic Flight		Economy	181,503	45,072
		Premium economy	-	-
		Business	3,174	865
		First	-	-
International Flight	Short Haul	Economy	21,502	3,063
		Premium economy	-	-
		Business	-	-
		First	-	-
	International ¹³ (flights to and from non-UK destinations)	Economy	2,352	324
		Premium economy	-	-
		Business	-	-
		First	-	-
Rail Travel		Domestic	3,198	82
		International	2,949	12

Source of data: Selective Travel

Sustainability Table 7: Hotel Stay Booked by Travel Desk or equivalent for Department of Finance

Country	2025-26	
	No. of Nights Stayed	Emissions (kg CO2e)
Belgium	2	24
Ireland	72	1,926 ¹⁴
Netherlands	4	59

¹¹ Due to the way outposted NISRA staff claim expenses through Account NI there is a possibility that a small percentage of the mileage reported comes from outposted NISRA staff.

¹² The Department sourced the information in Sustainability Tables 5, 6 and 7 from the contractor who books travel, hotel rooms and hired cars on behalf of Departmental staff when requested. The contractor uses the same conversion tables as the Department used in this sustainability report.

¹³ Definition taken from [UK Greenhouse gas reporting: conversion factors 2025](#)

¹⁴ Based on 26.7492kg CO2e per room for Ireland [Hotel Footprint Calculator](#)

Country	2025-26	
	No. of Nights Stayed	Emissions (kg CO2e)
Norway	3	53 ¹⁵
United Kingdom	496	5,158 ^{16,17}

Source of data: Selective Travel

Where country-specific factors were unavailable, data was provided by hotel footprints as per the UK Governments Greenhouse Gas reporting conversion guidance 2025.

Sustainability Table 8: Car Hire Booked by Travel Desk or equivalent for Department of Finance

Year	Mileage	Emissions (kg CO2e)
2025-26	116	116 (miles) x 0.26915 = 31.11kg CO2e

Source of data: Selective Travel | Conversion factors used: [2025 UK greenhouse gas reporting: conversion factors - GOV.UK](#)

Please note that the car size and fuel type of hired cars is unknown, therefore the emissions are based on average car size and fuel type.

Paper Printed¹⁸

This section outlines paper printing across the Department, with a focus on reducing paper usage as part of sustainability efforts. This measure is included in the CSAP and is monitored and reported to the Departmental Board at business area level to support oversight of progress.

Sustainability Table 9: Paper Printed by Year

Year	Paper Printed (pages)
2025-26	3,972,122

Source of data: IT Assist

Responsible Disposal of ICT Waste¹⁹

In the specification of the “Framework for disposal services for IT equipment, electronic and electrical equipment”, suppliers must have BS EN ISO 14001; 2015 - Environmental Management System accreditation (or equivalent) before being appointed to the framework.

The framework specification also requires the following from suppliers:

¹⁵ Based on 17.71970kg CO2e per room for Norway [Hotel Footprint Calculator](#)

¹⁶ A breakdown of how many nights were spent in London compared to the rest of UK was not provided by Selective Travel

¹⁷ Due to the significant difference between the figure provided by Selective Travel and the one calculated using the 2025 UK Government greenhouse gas conversion factors, the Department has chosen to report on the calculated figure. The exact conversion rate used was 10.4000kg CO2e per night and can be found here: [Greenhouse gas reporting: conversion factors 2025 - GOV.UK](#)

¹⁸ This data is sourced from NICS’ common IT service and systems provider (IT Assist) which sits within the Department of Finance.

¹⁹ This information was provided by IT Assist (NICS’ common IT service and systems provider).

“All equipment that is not resold must be dismantled and recycled/disposed in accordance with the relevant legislation including, but not limited to:

- the Waste Electrical and Electronic Equipment Directive;
- BS EN ISO 14001: 2015;
- the Environmental Protection Act 1990; and
- the Hazardous Waste Regulations”.

Source of data: IT Assist

Sustainable Procurement

The Scoring Social Value policy approved by the Executive, mandated that from June 2022, tenders must include a minimum of 10 percent of the total award criteria to social value. On 5 December 2024 DoF secured Executive approval for a revised PPN (Procurement Policy Note) 01/21 - Social Value in Procurement. This came into effect on 24 February 2025 and strengthened and broadened the theme ‘Delivering Net Zero’ to ‘Delivering Climate Action’.

For information on the meaning of Social Value: the Public Procurement Policy Statement which was approved by the NI Executive on 5 of June 2025 states “Social Value means economic, environmental and social benefits in support of the Programme for Government”. The DoF Social Value Strategy document 2025-2027 states, “Social Value refers to wider financial and non-financial impacts on the wellbeing of individuals, communities and the environment. It incorporates ethical and sustainable supply chains, community benefits and wealth building, job and skills creation and efforts to combat climate change”.

The Procurement Policy Note (PPN) 01/21 – Scoring Social Value has been revised to Procurement Policy Note (PPN) 01/21 - Social Value in Procurement and came into effect on 24 February 2025.

Single Use Plastics²⁰

DAERA, in partnership with DoF, has removed all unnecessary single-use plastic (SUP) from the Government estate and a ban on the use of unnecessary SUP across the NICS estate, is now in place.

Single-use plastic bin bags are still used across the DoF office estate due to their essential role in waste collection and hygiene, and the lack of viable alternatives. All bin bags have been transitioned to products made from 100% recycled material, reducing reliance on new plastic materials.

Optional Disclosures

The Sustainability Reporting Guidance for NICS Departments encourages a range of optional disclosures. The Department is committed to increasing the number of optional disclosures made year on year with the ultimate goal of including all optional disclosures in future sustainability

²⁰ The following is based on information provided by the Department of Agriculture, Environment and Rural Affairs.

reports, including a focus on reducing environmental impacts from digital and ICT activity and improving sustainability in construction projects.

As for the 2025-26 report, the Department is reporting on the following optional disclosures:

- Percentage of Ultra-Low Emission Vehicles (ULEV) in DoF fleet
- Recycled Waste
- Risk statement

Department's Own Fleet: Ultra-Low Emission Vehicles

Sustainability Table 10: Percentage of Department's Own, Hire or Lease Vehicle Fleets that are Categorised as ULEV (less than 50g CO2 per km)

Year	Total no. of Vehicles in Fleet	% of Vehicles in Fleet that are ULEV
2025-26	13	23%

Source of data: DoF Fleet Owners

Please note that all the vehicles listed as ULEV are non-road electric vehicles. As none of these vehicles have an odometer it is not possible to determine any carbon savings from these vehicles. They are also not included in the information provided in Sustainability Table 2 because distance travelled cannot be known.

Recycled Waste

Sustainability Table 11: Total Weight of Recycled Waste

	Waste recycled (tonnes) ²¹
Waste recycled	166.49
Food waste sent for anaerobic digestion ²²	4.65
Waste incinerated <u>with</u> energy recovery	71.30
Waste incinerated <u>without</u> energy recovery	Nil

Source of data: Department of Finance Supplies and Services Division

Please note that waste data is provided by building not by occupancy. This means that the waste data does not follow the same reporting boundaries as the other disclosures unless the Departments occupies an entire building, which in most cases it does not.

Risk Statement

Risk management in DoF is structured across multiple levels to ensure that risks are identified, assessed and managed at the appropriate point in the organisation. Risks are managed locally within Groups, Directorates and programme boards and, where necessary, escalated through

²¹ All waste generated from the estate is diverted from landfill, ensuring full compliance with current sustainability and resource management commitments. Waste materials are processed through a combination of recycling, anaerobic digestion (AD), and energy from waste (EfW) treatment routes.

²² Please note that all of the Departments food waste is sent for anaerobic digestion.

Departmental Board, senior management, or other group governance structures, depending on the scope of the risk and/or the breadth of the mitigations required. Climate-related and wider sustainability risks are also considered at a NICS system level.

The Northern Ireland Civil Service Civil Contingencies Risk Register, which is the NI Executive’s assessment of the most serious risks facing Northern Ireland, contains risks that may be climate or sustainability related. The Register, although administered in the Executive Office (TEO), records lead Departments for each risk and provides a summary of each risk, including reasonable worst-case scenario, key capabilities, capability gaps and common consequences. It also details how risks are linked to each other, with an assessment of whether risks might be likely to cause others to occur, or which risks co-occurring might cause significant problems for response or recovery.

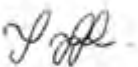
The Department contributed to the Third Northern Ireland Climate Change Adaptation Programme 2024–2029 (NICCAP3), which was published in March 2026. This provides the overarching framework for managing climate adaptation risks across government.

A risk relating to the Department’s ability to provide the necessary strategic, economic and policy advice and support to meet its statutory obligations under the Act was recognised and managed through the DoF Corporate Risk Register during the year. This was monitored in-year, with robust governance arrangements put in place to provide oversight of the Department’s contribution to the Executive’s Climate Action Plan; these arrangements are outlined in the Governance section of this Sustainability Report.

In addition, risks including climate and sustainability risks are considered as part of programme and project business cases, which require consideration of environmental impacts and long-term sustainability. This is supported by updated business case guidance published by the Department in September 2025, which strengthens the expectation that climate and sustainability risks are identified and managed at an early stage.

Finally, the Department has layered business continuity arrangements in place to respond to realised risks, including those that may be related to climate and sustainability. These are supported by Hybrid Working and Special Leave policies, which provide flexibility, including home working where duties allow. For example, in the event of a yellow weather warning, decisions around working from home are made locally and, in the event of an amber warning, management will generally advise home working where possible and may decide to close DoF-managed buildings. These arrangements demonstrate how operational risks linked to severe weather events are managed in practice.

This Performance Report is approved and signed



Neil Gibson
Accounting Officer
Department of Finance
29 June 2026

Accountability Report

ACCOUNTABILITY REPORT

The Accountability Report comprises the following:

Corporate Governance Report

The purpose of the Corporate Governance Report is to explain the composition and organisation of DoF's governance structures and how they support the achievement of DoF's objectives.

Remuneration and Staff Report

The Remuneration and Staff Report sets out DoF's remuneration policy for directors, reports on how that policy has been implemented and sets out the amounts awarded to directors. In addition, the report provides details on staff numbers, costs and staff-related policies.

Assembly Accountability and Audit Report

The Assembly Accountability and Audit Report brings together the key Assembly accountability documents within the annual report and accounts.

Corporate Governance Report

Directors' Report

Introduction

The Department of Finance (DoF) presents its accounts for the financial year ended 31 March 2026.

Management

Ministerial responsibility for the Department of Finance 2025-26 financial year rested with Minister of Finance; Minister John O'Dowd.

The Permanent Secretary and Accounting Officer for the Department for the 2025-26 financial year was Neil Gibson.

Departmental Board

The Permanent Secretary has the assistance of the Departmental Board to meet his responsibilities, including the development of the Department's strategic plans. The Board is a core element of corporate governance arrangements, agreeing the range of other governance elements and through its scrutiny role, overseeing the policies, plans and effectiveness of those other elements. The Board is responsible for supporting the Permanent Secretary in ensuring that the Department's resources and corporate governance arrangements are directed towards the delivery of policy objectives and priorities.

The Board is chaired by the Permanent Secretary. No deputy chair is formally designated, although the Permanent Secretary may nominate another Board member to chair a particular meeting in the event of his absence. In addition to the Permanent Secretary, Board Membership comprises the Departmental Solicitor, Chief Executive and Deputy Secretaries at Grade 3 level, the Director of Finance, the Director of Corporate Services, the Director of Communications and Engagement, Group Head of NICS IAS and two Non-Executive Board Members.

The Board is supported by a Board Secretary who attends each meeting. Other officials may attend meetings when required.

The Departmental Board members during the year were as follows:

Role	Board Member
Permanent Secretary	Neil Gibson
Deputy Secretary, Land and Property Services (LPS)	Sharon Gallagher
Chief Executive and General Registrar, Northern Ireland & Research Agency (NISRA)	Phillip Wales
Departmental Solicitor	Louise Crilly

Role	Board Member
Deputy Secretary, Public Spending Group	Joanne McBurney
Deputy Secretary, Strategic Policy & Reform	Tony Simpson
Deputy Secretary, People & Organisational Development	Jill Minne
Deputy Secretary, NICS Human Resources	Catherine Shannon
Deputy Secretary, Construction & Procurement Delivery	Sharon Smyth
Deputy Secretary, Digital, Security & Finance Shared Services	Paul Duffy
Deputy Secretary, Digital Shared Services	Paul Grocott (from 2 March 2026)
Group Head of NICS Internal Audit Services	Tracey McCavigan (temporarily promoted from 14 April 2025)
Director of Corporate Services	David Hughes
Director of Finance	Gavin Patrick
Director of Communications and Engagement	Mark McLaughlin (to 30 November 2025) Ciarrai Conlan (temporarily promoted from 1 December 2025)
Non-Executive Board Member	Joan McEwan
Non-Executive Board Member	Olwen Laird

Note: where Directors are unable to attend, they will send deputies.

Register of Interest

A Register of Interests is maintained by the Department. For 2025-26, no Board members have declared anything which would be considered a conflict of interest with the business of the Department.

Pension Liabilities

The treatment of pension costs and liabilities is disclosed in the Remuneration and Staff Report and in paragraph 1.13 of the Statement of Accounting Policies Note (Note 1 to the Accounts in the Financial Statement section).

Personal Data

The Department has policies, procedures and processes in place to ensure that all staff, contractors, agents, consultants and other parties who process personal information held by, or on behalf of, us are fully aware of their responsibilities under data protection legislation. The Department has:

- Temporarily filled the Data Protection Officer (DPO) post following transfer of the existing DPO in December 2025. The temporary DPO is given the required independence to perform her tasks;
- Encouraged and promoted accountability and data protection by design in all aspects of business planning and project management;

- Provided robust policies and guidance which support data protection requirements;
- Delivered communication and awareness of data protection to staff through monthly thematic articles on the intranet;
- Provided online and in person data protection awareness sessions to staff;
- Delivered an IAO Information session in conjunction with Cyber Resilience team providing information on Data Protection, Retention & disposal, Cyber Resilience, Digital Workplace project and security;
- Documented all holdings of personal data;
- Completed annual Data Protection Health Check (DPHC) exercise to assess where processing activities are compliant with data protection legislation, policies and procedures;
- Provided staff with robust procedures to detect, report and investigate data incidents and breaches; *and*
- Provided staff with the appropriate organisational and technical security measures to securely collect, process and manage personal data, particularly where personal data is shared with other organisations.

There was one single reportable breach of personal data between 1 April 2025 and 31 March 2026. It was reported to the Information Commissioner's Office (ICO) as a precautionary measure. The ICO recommended no action required.

Cost allocation and charging

The Department has complied with the cost allocation and charging requirements set out in HM Treasury Fees and Charges guidance.

Auditors

The financial statements are audited by the Comptroller and Auditor General (C&AG) in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001. She is head of the Northern Ireland Audit Office (NIAO). She and her staff are wholly independent of the Department and she reports her findings to the Northern Ireland Assembly.

Complaints Handling

The Department is committed to providing a high-quality service and as such, welcomes all feedback, both positive and negative. An element of this is our two-stage complaints procedure, which is available at [Customer Service Standards and Complaints Procedure](#).

Each Directorate/Agency within the Department is responsible for keeping a register of complaints received and ensuring that these are investigated in line with this procedure, including that appropriate responses are issued to each complainant. They will also evaluate any 'lessons learned' from individual cases and see if resulting improvements can be embedded into operating procedures.

In 2025-26, the Department dealt with 841 complaints (compared to 976 complaints in 2024-25). Complaints were raised in the following areas:

Directorate/Agency	2025-26		2024-25	
	Number	%	Number	%
Land & Property Services	498	59%	393	40%
Civil Service Pensions*	21	2%	77	8%
HR operational matters**	274	33%	423	43%
NI Direct	18	2%	50	5%
Others	30	4%	33	3%
Total	841	100%	976	100%

*The difference in the CSP movement from last year is due to the inclusion of **complaints about service only** in 2025-26 whereas the 2024-25 figure included complaints about **application** of scheme rules (Internal Dispute Resolutions).

**This figure includes complaints about NICSHR (which are internal to DoF) and about HRConnect (a third-party provider). It has not been possible to differentiate between these complaints in the 2024-25 year.

Note: figures may not sum due to rounding.

Rural Needs Act

The Rural Needs Act (Northern Ireland) 2016 (the Act) requires policy makers and public authorities to have due regard to rural needs when developing and implementing policies and when designing and delivering public services. In order to fulfil its obligations under Sections 1 and 3 of the Act, 21 Rural Needs Impact Assessments have been completed by policymakers within the Department of Finance between 1 April 2025 and 31 March 2026. Details of these assessments will be sent to DAERA for publication in the Rural Needs Annual Monitoring Report 2025-26.

Equality Scheme

The DoF Equality Scheme sets out how the Department is committed to meeting its statutory obligations on the promotion of equality and good relations under Section 75 of the Northern Ireland Act 1998. Our Section 75 Action Plan details known key inequalities which relate to the work of the Department, and what we are doing to help address these inequalities. Both the current Scheme and Action Plan are available at [Equality Scheme](#).

The Department’s Equality Scheme was reviewed in 2021 and a revised version consulted upon in Autumn 2022. In the absence of a Minister, minimal changes were reflected in the last published version. However, further revision of the Scheme has now been progressed, with a new version submitted to the Equality Commission in July 2025 for approval.

The Department is committed to submitting a formal review of progress on an annual basis, to the Equality Commission, setting out the action taken to fulfil its Section 75 commitments. The Annual Reports are available at [Annual Report to the Equality Commission](#).

Statement of Accounting Officer's Responsibilities

Under the Government Resources and Accounts (Northern Ireland) Act 2001 (GRAANI), the Department of Finance has directed the Department to prepare, for each financial year, consolidated resource accounts detailing the resources acquired, held or disposed of, and the use of resources, during the year by the Department (inclusive of its executive agencies) and its sponsored non-departmental public bodies designated by order made under the GRAANI by Statutory Rule 2025 No.50, as amended by Statutory Rule 2025 No.189, (together known as the 'Departmental group', consisting of the Department and sponsored bodies listed at note 20 to the accounts). The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Department and the Departmental group and of the income and expenditure, Statement of Financial Position and cash flows of the Departmental group for the financial year.

In preparing the accounts, the Accounting Officer of the Department is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Department of Finance, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- ensure that the Department has in place appropriate and reliable systems and procedures to carry out the consolidation process;
- make judgements and estimates on a reasonable basis, including those judgements involved in consolidating the accounting information provided by non-Departmental and other arm's length public bodies;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Department of Finance has appointed the Permanent Secretary of the Department as Accounting Officer of the Department.

The Accounting Officer of the Department has also appointed the Chief Executives of its non-Departmental public body (NDPB) and Agency as Accounting Officers of these bodies. The Accounting Officer of the Department is responsible for ensuring that appropriate systems and controls are in place to ensure that any grants that the Department makes to its sponsored bodies are applied for the purposes intended and that such expenditure and the other income and expenditure of the sponsored bodies are properly accounted for, for the purposes of consolidation within the resource accounts. Under their terms of appointment, the Accounting Officers of the NDPB and Agency are accountable for the use, including the regularity and propriety, of the grants received and the other income and expenditure of the sponsored bodies.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the assets of the Department, NDPB or Agency for which the

Accounting Officer is responsible, are set out in *Managing Public Money Northern Ireland* published by Department of Finance.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Department of Finance's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance Statement

The Department of Finance is one of nine Northern Ireland departments. The Department is governed under a model with the following responsibilities:

- The Minister for Finance reports to the Northern Ireland Executive on all of the functions of the Department;
- The Permanent Secretary has responsibility to the Minister for the day-to-day operation of the Departmental functions and as Accounting Officer for the managing and controlling of the resources used by the Department; *and*
- The Departmental Board provides collective leadership, strategic direction and has responsibility for operational delivery of the functions of the Department.

The Department's organisation chart is as shown on page 3 of the Performance Report.

The Budget Act (Northern Ireland) 2026, which received Royal Assent on 20 March 2026, together with the Northern Ireland Spring Supplementary Estimates 2025-26 which were agreed by the Assembly on 23 February 2026, provide the statutory authority for the Executive's final 2025-26 expenditure plans. The Budget Act (Northern Ireland) 2026 also provides a Vote on Account to authorise expenditure by departments and other bodies into the early months of the 2026-27 financial year.

The Department is currently operating under the authority provided by the Vote on Account which provides 45% of the 2025-26 financial year's cash and resources. The cash and resource balance to complete for the remainder of 2026-27 will be authorised by the 2026-27 Main Estimates and the associated Budget Bill based on an agreed 2026-27 Budget.

In the event that this is delayed, then the powers available to the Permanent Secretary of the Department of Finance under Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 will be used to authorise the cash, and the use of resources during the intervening period.

The 2026 Business Plan for SEUPB was agreed by the Minister for Finance on 17 November 2025. North South Ministerial Council (NSMC) approval was not possible prior to the end of 2025. The SEUPB 2026 Business Plan was approved at the NSMC SEUPB Sectoral meeting on 23 January 2026. Spend in 2026 was permissible but irregular until a NSMC decision was obtained in January.

It is a legislative requirement under the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 that any grants paid to bodies by a Northern Ireland Sponsor Department must be approved by DoF. Where such an approval is absent, any expenditure is illegal, and retrospective consent cannot confer legality. No grant payments were made in the 2025-26 (2024-25: £NIL) financial year without DoF approval.

This Governance Statement, which has been agreed by the Board, sets out how these responsibilities have been discharged during 2025-26.

Ministerial Directions

There were no Ministerial Directions during 2025-26.

Context

The financial outlook remains challenging. With demand for public services growing, innovation, efficiency and prioritisation are essential.

The DoF Business Plan for 2025-26 was published on 4 June 2025. Specific targets underpin the main themes of:

- Managing public money;
- Supporting people;
- Transforming and Innovating;
- Providing evidence and insights; and
- Delivering public services.

Accounting Officer

The Permanent Secretary as Departmental Accounting Officer is responsible to the Minister and to the Assembly for the proper handling and reporting of the use of public money by the Department under the main principles set out in *Managing Public Money Northern Ireland (MPMNI)* and for establishing and maintaining a sound system of internal control for the management of resources under the Permanent Secretary's control.

At the beginning of the financial year, the Accounting Officer delegated responsibility to the Board Members and Chief Executives for the management of budgets within their respective business areas. Formal assurances were received twice yearly from each Board Member and Chief Executive on risk management, governance, financial management and delegations within their respective areas of responsibility in the format of assurance statements. Key issues emanating from those statements are reflected in this Governance Statement and necessary actions followed up with the relevant Directors.

Departmental Board

The Accounting Officer chairs the Board, which met on six occasions in 2025-26. During this period the Board held discussions on:

- Business Continuity;
- Business Planning;
- Climate and Sustainability;
- Communications;
- COVID-19 Inquiry;
- Cyber Security;
- Service Delivery;
- Finance;
- HR, People and Resources;
- Information Governance and Assurance
- Integr8;
- Legislative Programme;
- Major Capital Programmes and Projects;
- NI Census;

- NICS Estate Strategy;
- Public Procurement;
- Social Value;
- Raising Concerns;
- Risk; *and*
- Strategic Asset Management.

In addition, the Board considered and discussed the HR Policy Review, NICS One Year People Plan and NICS Five-Year People Strategy, DoF People Plan and DoF Health & Wellbeing Framework, the NICS Diversity Plan and DoF Equality Action Plan.

Each Board meeting commences with a Chair’s remarks section, which provides an update on matters of strategic importance that the Permanent Secretary feels will be relevant to the work of the Board. This also allows for open debate and questions to be asked of the Chair. Regular Stocktake meetings with Executive Board members between formal Board meetings ensure regular engagement at leadership level across teams.

Compliance with the Corporate Governance in Central Government Departments: Code of Good Practice NI

The Department has in place a Corporate Governance Framework that is available on the staff intranet site. This reflects the key principles in [Corporate governance in central government departments: code of good practice NI 2025](#) and sets out details of the Department’s corporate governance arrangements.

The assessment found that the Department is compliant with the spirit and principles of the code across the majority of its aspects.

Attendance of non-executive and executive members at Board and DARC meetings during 2025-26:

Role	Board Member	Number of DB Meetings Attended (in total)	Number of DARC Meetings Attended (in total)
Permanent Secretary	Neil Gibson	5	7
Deputy secretary, Land and Property services (LPS)	Sharon Gallagher	4	1
Chief Executive & Registrar General, Northern Ireland Statistics & Research Agency (NISRA)	Philip Wales	5	N/A
Departmental Solicitor	Louise Crilly	3	1
Deputy Secretary, Public Spending Group	Joanne McBurney	2	N/A
Deputy Secretary, Strategic Policy & Reform	Tony Simpson	5	1
Deputy Secretary, People & Organisational Development	Jill Minne	4	N/A

Role	Board Member	Number of DB Meetings Attended (in total)	Number of DARC Meetings Attended (in total)
Deputy Secretary, NICS Human Resources	Catherine Shannon	5	1
Deputy Secretary, Construction & Procurement Delivery	Sharon Smyth	6	N/A
Deputy Secretary, Digital, Security & Finance Shared Services	Paul Duffy	6	N/A
Deputy Secretary, Digital Shared Services	Paul Grocott (from 2 March 2026)	-	N/A
Group Head of NICS Internal Audit services	Tracey McCavigan (temporarily promoted from 14 April 2025)	6	N/A
Director of Corporate Services	David Hughes	6	4
Director of Finance	Gavin Patrick	5	7
Director of Communications and Engagement	Mark McLaughlin (to 30 November 2025) Ciarraí Conlan (temporarily promoted from 1 December 2025)	4 2	N/A N/A
Non-Executive Board Member	Joan McEwan	5	7
Non-Executive Board Member	Olwen Laird	6	7

Note: where Directors are unable to attend, they will send deputies.

Declarations of Interest

Corporate Services Division maintains a “Register of Interests” for all staff at the senior civil service grades, which includes the members of the Departmental Board. Declarations include any private interest that may give rise to conflict with an individual’s position and role within the Department, including:

- Private occupations, such as sitting on the boards of other public bodies;
- Payment for private work;
- Relationships with suppliers and/or consultants with whom the Department does business;
- Gifts or benefits received in connection with work in the Department;
- Membership of professional institutes and/or committees; and
- Any other interests that could have a conflict.

For 2025-26, a number of interests were declared that could potentially pose a conflict with the business of the Department. The Accounting Officer has, however, been provided with assurance that line manager assessments have been carried out, mitigations are in place if necessary and that no significant conflict has materialised. A Register of Interests for Departmental Board

members is available on the Department's website at [DoF Senior Civil Servants \(SCS\), Departmental Board and Sub-committee Members' Register of Interests](#).

For staff at the grades below senior civil service, declarations of interest are monitored by the relevant Grade 3/5 and confirmed through the bi-annual assurance statement process. The Department also collates the Registers of Interests relating to Ministers in all Departments. These are published at [Ministerial Interests](#).

In respect of our Department, Minister O'Dowd has declared an interest.

Relationships with Agencies and Other Bodies

The Permanent Secretary has designated the Chief Executive of NISRA Accounting Officer with responsibility for the propriety and regularity of Agency expenditure. The Chief Executive is responsible for signing the NISRA accounts and ensuring they are prepared in accordance with the Government Financial Reporting Manual (FReM) and other relevant DoF guidance. NISRA accounts are consolidated into the Departmental resource accounts.

The Department also has joint responsibility for one North/South body, Special European Union Programmes Body (SEUPB). SEUPB is included within the Departmental boundary and was designated in Estimates and Accounts (Designation of Bodies) Order for consolidation into the Department's annual Estimates and Accounts. The 2025 accounts for SEUPB have been consolidated into the Departmental resource accounts.

The Chief Executive Officer of SEUPB is the Accountable Person responsible for the efficient and effective administration of the Body. The responsibilities of the Chief Executive are set out in the Financial Memorandum and include ensuring that appropriate financial and other management controls are in place to safeguard public funds and conform to the requirements of propriety, regularity and financial management. The Chief Executive Officer is responsible for signing the SEUPB accounts and ensuring they are prepared in accordance with relevant guidance.

The Finance Minister is responsible for making public appointments to the board of the Northern Ireland Authority for Utility Regulation (NIAUR). NIAUR is a non-ministerial body. The Finance Minister is also responsible for public appointments to the Statistics Advisory Committee (SAC). The SAC is an advisory body of the Department of Finance, established under the Statistics of Trade and Employment (NI) Order 1988.

The Minister of Finance, in consultation with the Lady Chief Justice, has the power to appoint the Legal Services Oversight Commissioner (LSOC) under the terms of the Legal Complaints and Regulation Act (Northern Ireland) 2016. The Act provides for the replacement of the historical Lay Observer role with a LSOC (the 'Commissioner'). Although the majority of the Act's provisions were commenced on 1st September 2025, the provision giving effect to this replacement of the Lay Observer with the Commissioner has not yet been commenced and the Department are waiting on formal classification of the office. In the interim period, the Permanent Secretary has Accounting Officer responsibility for the LSOC.

Departmental Audit and Risk Committee

The DARC supports the Accounting Officer and the Departmental Board on issues of risk, control and governance. In addition, DARC provides advice to the Accounting Officer and assurance around governance and internal and external audit, including the adequacy of internal audit

coverage. DARC is chaired by one of the Non-Executive Board Members and operates under the best practice guidance contained within the Audit and Risk Assurance Committee Handbook (NI) issued under DAO (DoF) 03/18 in March 2018 and Effective Audit and Risk Assurance Committees – a Good Practice Guide issued in March 2025.

In total, the Committee met on seven occasions during 2025-26, with four full agenda meetings, two meetings to discuss the draft accounts and one deep dive meeting, focused on outstanding Internal Audit recommendations.

The risk profile for the Department has been reviewed regularly by the Departmental Board and the DARC. During the year, new controls and management actions have been put in place to mitigate the risks and to minimise the impact should they materialise. This has resulted in the re-grading of risk status and the inclusion and removal of risks at Departmental level as necessary. Work to refine the classification of risk ownership pertaining solely to the Department of Finance and more widely within shared services has continued during the year and this has been reflected in an updated and restructured risk register. Risks relating to the shared services operated by the Department will have an impact on other Departments and Arm's Length Bodies who rely on them and will be shared accordingly.

DARC has expanded its work plan to include updates on additional areas such as Major Programmes and Projects and the When Things Go Wrong process. The Committee has also continued to review its standard agenda items, covering a range of corporate governance and internal control matters, including:

- Progress against internal audit plans and development of future plans;
- Progress against internal and external audit recommendations;
- Departmental Resource Accounts;
- Assurance Statements provided by all Business Area Directors;
- Reports to Those Charged with Governance provided by NI Audit Office;
- Direct Award Contracts (DACs) & External Consultancy;
- Accountability Grids in relation to Public Accounts Committee recommendations;
- Fraud;
- Raising Concerns (whistleblowing);
- Climate Update and DoF Climate and Sustainability Action Plan;
- SEUPB Assurance and update papers;
- Public Accounts Committee (PAC) Recommendations and;
- Renewable Heat Incentive scheme (RHI) Inquiry Recommendations.

At each meeting, DARC receives a summary position of the Audit Recommendations Register which indicates the progress being made against each internal and external audit recommendation. This provides a more complete view of outstanding actions and recommendations from these two lines of defence. This supports DARC in identifying those recommendations which are past due, or which require further discussion at DARC level. The DARC also receives a dashboard report providing a high-level view on progression of internal audit work against plan.

During the year the Chair of the DARC has presented a formal report from each DARC meeting to the Departmental Board. The Chair also presents an annual report outlining the work undertaken by the Committee and providing assurance on the systems of internal control in operation across DoF.

All meetings of the DARC are attended by representatives from the Northern Ireland Audit Office (NIAO) and the Head of Internal Audit (IA). The Chair of the Committee holds independent meetings separately with the NIAO and Head of IA to discuss any particular issues of concern.

The Committee completed its annual Self-Assessment Exercise in March 2026 which was presented at the April 2026 meeting. DARC concluded it was performing at an overall level of *Meeting Standards*, (performing to the required standard).

Financial Management

Financial Management reporting to the Board plays a significant part in the effective monitoring and management of the Department's financial performance. The Board regularly reviews annual forecasts against budgets to inform progress of financial targets and agree any corrective action as necessary to ensure those targets are achieved.

The Finance Director provides financial management reports to the Board as well as advice and recommendations on the allocation of Departmental resources. This is supported by business areas providing actual expenditure and forecast information and analysis of variance against budgets which enables the Board to assess the extent to which corrective action is needed to address the Department's financial position.

Governance and Control Framework

The Department's Governance and Control Framework is the system by which the work of the Department is directed and controlled. This includes how the Department plans, sets and monitors achievement of its corporate objectives, how the risks to the achievement of those corporate objectives are identified and managed and what controls are in place to provide assurance that the Board is in control of the risks to achieving the stated objectives. These arrangements are in place during the year under review and up to the date of approval of the Annual Report and Accounts.

The Governance and Control Framework contains advice and guidance to business areas on corporate governance and financial management including the approvals necessary for various types of expenditure. It also contains sources of information on the Departmental approach to issues such as anti-fraud measures, charging, information security, procurement and raising concerns (whistleblowing) arrangements.

A key element of the Governance and Control Framework is the DoF Policy and Framework for Risk Management which sets out the approach to the identification and management of risk at all levels across the Department. The Departmental Board regularly reviews and manages Departmental risks on the Corporate Risk Register, by evaluating each risk to determine the likelihood and impact of the risk occurring, ensuring controls and mitigating actions are in place. The Corporate Risk Register is supported further by risk registers at Directorate and Agency level. DoF risk management arrangements are in line with the 'UK Government Orange Book: Management of Risk – Principles and Concepts' and the Corporate Governance Code with no departures to disclose.

UK COVID-19 Inquiry

The UK COVID-19 Inquiry, chaired by Baroness Hallett, was set up to examine the UK's response to and impact of the COVID-19 pandemic and learn lessons for the future. The final Terms of

Reference for the Inquiry were released by the Prime Minister's office, with the Inquiry formally opening on the 21 July 2022. The Department has a statutory responsibility to respond to the Inquiry.

In total there were ten Modules and the Department was a Core Participant²³ in only one of these Modules, namely Module 2C which looked into core political and administrative governance and decision-making. During the Inquiry the Department received and responded to eleven Rule 9s²⁴; two requests for Module 1; four Rule 9s for Module 2C; two Rule 9s for Module 5 and three Rule 9s for Module 9. In addition, NISRA, an Executive Agency of the Department received four Rule 9s; one for Module 2C, one for Module 6, one for Module 9 and one for Module 10.

The public hearings for all Modules concluded on 5 March 2026, and the Inquiry team remain in place to complete work on the Inquiry reports which have still to be published. To date the Inquiry has published their reports for the first four Modules. Module 1 was received in July 2024, Module 2 in November 2025, Module 3 in March 2026 and Module 4 in April 2026. The Executive responds to the Inquiry every 6 months which the Department provides relevant input to, and it is then published on the Executive Office webpage. Currently Executive responses have been issued for Modules 1 and 2 and the department has provided input into all responses. The Inquiry are aiming to have all Reports for the remaining modules published throughout 2026 and the first half of 2027, with the next report, Module 5, anticipated in Summer 2026.

Following the conclusion of the Inquiry hearings, the Department's focus has shifted from responding to the Inquiry to actively considering and taking forward the reports and recommendations. To ensure a coordinated NICS-wide approach, TEO is leading a cross-departmental Steering Group to oversee and align responses, with DoF represented on that group. In parallel, the Department has refocused its internal working group to consider the recommendations and to provide input on DoF's role in the overall response.

Information Security

DoF has systems and processes in place, designed to support data protection, information management, physical security and IT and cybersecurity, including the appointment of a Senior Information Risk Owner (SIRO) and a network of Information Asset Owners (IAOs).

Departmental Performance

The DoF Business Plan 2025–26 sets out the targets and objectives for the year, against which performance is measured, reported, and monitored. Progress is reported to the Board through a Red, Amber or Green (RAG) assessment for each target, supplemented by narrative outlining the actions taken to deliver the expected outcomes.

The Business Plan is underpinned by detailed supporting plans at Directorate, Agency and Divisional levels, which are further cascaded into individual staff Personal Performance Agreements.

²³ A Core Participant is a person, institution or organisation that has a specific interest in the work of the Inquiry, and has a formal role defined by legislation. Core Participants have special rights in the Inquiry process.

²⁴ Rule 9 of the Inquiry Rules 2006 entitles the Inquiry to send a written request for evidence. It can be a request for documents and/or a witness statement.

Level of Assurance

The Head of Internal Audit (IA) provides an objective evaluation of, and opinion on, the overall adequacy and effectiveness of the Department's framework of governance, risk management and control. Based on the audit work performed, it is the opinion of the HIA that the Department has established and maintained "satisfactory" governance, risk management and control processes during 2025-26.

The overall opinion is based mainly on the results of the internal audit activity carried out during 2025-26 and cumulative assurances derived from the internal audit activity during the previous three years. Account has also been taken of the wider control framework in place throughout the Department, NISRA and SEUPB.

During 2025-26, IA issued one final 'limited' opinion report in relation to Cyber Security. Action Plans including implementation dates and responsibilities for all recommendations were agreed and IA commenced a follow-up of this report in April 2026.

IA completed follow-ups of six previous 'limited' opinions which were raised to satisfactory (DSO Litigation, Occupational Health, McCloud Remedy, Information Assurance within Digital Shared Services, Innovation and Consulting Services and Inefficiency Compensation Payments). IA also commenced a follow-up of one limited report, issued in a previous year, (Grants Advisory) in April 2026, where management had reported recommendations as implemented, and fieldwork is ongoing. The remaining one limited opinion report (Travel and Subsistence) from 2024-25 was not followed up as further work is required to implement the remaining recommendations. This report will be subject to a further follow-up in 2026-27.

Internal Control Issues

LPS - Housing Benefit

From 1 June 2022, Housing Benefit (HB) for Owner Occupiers has been administered by the Northern Ireland Housing Executive. LPS retains responsibility for the administration of HB Owner Occupiers, however, the overall HB cost is shown in the Department for Communities (DfC) accounts. LPS does however process the relief through the rate system as a non-cash credit on the relevant rate account. During the 2025-26 year, a total of £26.3m of HB for Owner Occupiers was processed through the LPS rating system, however this is not shown in the DoF Accounts. It is however shown in the LPS Trust Statement of Rate Levy.

Levels of fraud and error in HB for owner occupiers are reported by the Standards Assurance Unit (SAU) within DfC. The SAU issued two reports, being 'Housing Benefit Review (Customer Error and Customer Fraud)' and 'Housing Benefit Review Financial Accuracy Official Error' for the calendar year 1 January 2025 to 31 December 2025 in May 2026. These reports highlighted customer error amounting to £0.527m (£0.495m customer error overpayment, £0.032m customer error underpayment) and £1.99m customer fraud overpayments in HB for owner occupiers. The level of Official Error was £0.382m (£0.338m official error overpayment and £0.045m of official error underpayment). Customer error and customer fraud estimated of HB for owner occupiers are based on the results of Benefit Reviews in 2025.

The table below shows the estimated levels of fraud and error with the relevant upper and lower confidence intervals as reported by SAU.

	2025-26			2024-25		
	Monetary Value (£000)	Upper Confidence Interval (£000)	Lower Confidence Interval (£000)	Monetary Value (£000)	Upper Confidence Interval (£000)	Lower Confidence Interval (£000)
Customer fraud overpayments	1,990	2,714	1,369	2,966	4,100	1,981
Customer error overpayments	495	817	224	250	649	3
Customer error underpayments	32	72	5	12	29	1
Official error overpayments	338	590	135	625	1,135	205
Official error underpayments	45	118	-	65	184	-
Total	2,900	4,311	1,733	3,918	6,097	2,190

LPS – Rate Rebate Scheme

The Rate Relief Regulations (Northern Ireland) 2017 came into operation on 27 September 2017 aligning with the introduction of Universal Credit (UC) and sets the policy for LPS to administer a Rate Rebate Scheme for claimants in receipt of UC. During the 2025-26 year, a total of £54.6m of Rate Rebate was processed.

The regulations provide that the Rate Rebate Scheme is only available to claimants in receipt of UC. Those entitled to Rate Rebate receive a credit to the Rate Account to offset rating liability. The only exception to this is in respect to claimants who live in Housing Executive or Housing Association properties. Awards in these cases are made by a monthly payment to the Social Landlord through DoF Account NI.

Potential for customer fraud and customer error is minimised due to the policy requirement that awards are based on UC entitlement. LPS make use of the Department for Work and Pensions (DWP) Customer Information Services (CIS) to verify claimant details. Universal Credit information is required to calculate each claimant’s Rate Rebate entitlement and LPS is bound by legislation to accept, without verification, the information it receives from the Department for Communities (DfC), either by an automated data share mechanism via DWP systems or upon request to DfC direct, when required. Regulation 10.(4) of The Rate Relief Regulations (Northern Ireland) 2017 states: “Where the relevant authority receives information from the Department for Communities, that information shall be accepted without seeking verification from other sources.” LPS is aware that there is the potential risk for fraud and error occurring within UC and has reported this to DfC. LPS attends the UC Programme Board and the UC Programme’s Risk Review Board to ensure continued awareness of the consequential outcomes stakeholders face due to UC being a gateway for fraud and error to enter LPS systems.

In order to estimate levels of Official Error within the Rate Rebate caseload, LPS has engaged with the Standard Assurance Unit (SAU) of DfC. The SAU issued a report in May 2026 entitled ‘Land and Property Services Rate Rebate Scheme Financial Accuracy’ which has assessed the Rate Rebate caseload for Official Error for the year to 31 October 2025. Based on these reports, LPS estimates that a total of £218.5k of rate rebate was paid in error, due to official error (all of which being overpayments). The table below includes lower and upper confidence levels associated with these overpayments/underpayments.

	2025-26			2024-25		
	Monetary Value (£000)	Upper Confidence Interval (£000)	Lower Confidence Interval (£000)	Monetary Value (£000)	Upper Confidence Interval (£000)	Lower Confidence Interval (£000)
Customer fraud overpayments	2,568	3,387	1,802	3,233	4,156	2,380
Customer error overpayments	437	710	219	533	924	213
Customer error underpayments	601	819	328	426	604	249
Official error overpayments	219	601	-	289	591	65
Official error underpayments	-	-	-	63	160	-
Total	3,825	5,517	2,349	4,544	6,435	2,907

To ascertain the level of customer fraud and error, LPS used, as a proxy, the percentage of customer fraud and error found in UC estimated by SAU. This has been taken from a report issued in June 2026 by SAU entitled 'Universal Credit Benefit Review (Customer Fraud and Customer Error)' for cases assessed between 1 December 2024 and 30 November 2025. This has given rise to an estimate of £3,606k (£2,568k customer fraud overpayments, £437k customer error overpayments and £601k customer error underpayments). The total level of fraud and error in rate rebate is estimated to be £3,825k.

Localised Restrictions Support Scheme (LRSS)

The LRSS was introduced in October 2020 to administer a number of COVID-19 reactive business support schemes and was formally closed on 7 April 2021. A total of 24,322 applications were received and approximately £320m issued in grant payments. Of the total number of applications received, 94 cases were identified by LPS staff as potential fraud cases and referred to the NICS Internal Audit Services (NICS IAS) for further investigation. 21 cases have been closed and the Police Service Northern Ireland (PSNI) are currently investigating 72 remaining cases. Of these 72 cases under investigation, 32 resulted in the other 40 applications. One case has proceeded through court where the defendant has pleaded guilty and was sentenced to one year and four months in prison, suspended for two years. We are not aware of any other cases that have proceeded through the Courts. There are a number of cases at an advanced stage with the PSNI where the suspects have been interviewed, and their case files have been passed to the Crown Prosecution Service (CPS).

Counter-fraud

The DoF Fraud Working Group continued to correspond during 2025-26 to consider issues in relation to fraud, raise awareness of anti-fraud measures and disseminate information pertinent to the prevention and detection of fraud.

Actions taken during 2025-26 included the review of business area Fraud Risk Assessments and commencement of the National Fraud Initiative (NFI) Exercise 2024-25 by investigating matches in relation to payroll, pensions, trade creditors, rates and housing benefit data. Participation in this exercise provides assurance that the Department has effective controls in place for the prevention

and detection of fraud. Progress updates are included in each Fraud paper presented to the DARC, which is a standing agenda item.

Some headline figures to date from the 2024-25 NFI exercise are as follows:

- Payroll – all matches were investigated with no cases of fraud detected.
- Trade Creditors – 897 matches were investigated with no cases of fraud detected.

It is anticipated that data for the 2026-27 NFI exercise will be available towards the end of 2026.

The Departmental Board receives a readout from each DARC meeting which records the discussions around fraud.

NIAO VFM Reports/Public Audit Business

In line with the public audit process, Northern Ireland Audit Office (NIAO) reports may be considered by the Public Accounts Committee (PAC), who subsequently produce their own reports and recommendations following their due consideration. Formal responses to these are presented to the Assembly and published in the format of a DoF Memorandum of Reply (MOR), cleared by the Finance Minister.

The following reflects the public audit business undertaken during the reporting period:

Leading and Resourcing the NICS – the [NIAO Report](#) was published in January 2026. The PAC has released the report, and it is being taken forward by the Finance Committee.

Major IT projects in Northern Ireland – the [NIAO report](#) was published in July 2025. The PAC held an evidence session with the Department of Finance on 23 April 2026 and will publish a report in due course.

Follow-up – Major Capital Projects – two PAC evidence sessions were held on 3 October 2024 and 30 January 2025. The [PAC Report](#) was published on 3 April 2025. Work on a response to the recommendations is at an advanced stage, however due to several interdependencies with the Investment Strategy for Northern Ireland (ISNI), which is still under Executive consideration, the overall timeline for the MOR being finalised cannot currently be confirmed. The MOR will be finalised and presented to the Assembly once this process is complete.

SEUPB

The Department, alongside the Department of Public Expenditure and Reform (DPER) as co-sponsor Departments, has undertaken consideration of an issue raised by Internal Audit Service in relation to an SEUPB audit. This is currently under review by the Comptrollers and Auditors General North and South, as part of the certification process for the SEUPB 2024 Annual Report and Accounts.

Conclusion

The Department is compliant with the Corporate Governance in central government departments: Code of Good Practice NI.

The Department has an effective framework of governance, risk management and control in place that I can rely on as Accounting Officer. Where issues have arisen, appropriate action is being taken to address the issues concerned.

This Governance Statement is approved



Neil Gibson
Accounting Officer
Department of Finance

Remuneration and Staff Report

Remuneration Report

Remuneration Policy

The pay remit for the Northern Ireland Civil Service, including senior civil servants (SCS), is normally approved by the Minister of Finance. Following approval of the 2025-26 Budget in the Assembly, on 19 May 2025, in which the Finance Minister outlined the overarching approach to public sector pay, the NI public sector pay policy guidance was published on 27 May 2025 in [FD \(DoF\) 04/25](#).

Annual NICS pay awards are made in the context of the wider public sector pay policy. The 2024 pay award, due from 1 August 2024, was paid in April 2025 for weekly paid staff and May 2025 for monthly paid staff. The 2025 pay award, due from 1 August 2025, was paid in August for weekly paid staff and September 2025 for monthly paid staff.

The pay of NICS staff is based on a system of pay scales for each grade, including SCS, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance and other eligibility criteria.

Service Contracts

The Civil Service Commissioners (NI) Order 1999 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The [Recruitment Code](#) published by the Civil Service Commissioners for Northern Ireland specifies the circumstances when appointments may be made by exception to merit.

Unless otherwise stated, the officials covered by this report hold appointments that are open-ended. Early termination, other than for misconduct, would result in consideration of the individual receiving compensation as set out in the Civil Service Compensation Scheme ([Civil Service Commissioners for Northern Ireland \(nicscommissioners.org\)](#)).

Remuneration and Pension Entitlements

The following sections provide details of the remuneration and pension interests of the Minister and most senior management (i.e. Board Members) of the Department.

Remuneration and Pension Entitlements – Ministers (Audited Information)

Ministers	Salary (£)		Benefits in kind (to nearest £100)		Pension Benefits** (to nearest £1,000)		Total (to nearest £1,000)	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
Caoimhe Archibald	-	31,893	-	-	-	10	-	42
John O'Dowd	38,000	6,107	-	-	8	2	46	8

Note: the value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

Remuneration and Pension Entitlements – DoF Departmental Board (Audited Information)

Officials	2025-26			2024-25		
	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000
Neil Gibson Permanent Secretary	160-165	63	225-230	155-160	60	215-220
Sharon Gallagher Deputy Secretary, Land & Property Services (from 1 September 2024)	120-125	119	240-245	60-65 (105-110 FYE)	13	75-80 (120-125 FYE)
Sharon Magee Deputy Secretary, Land & Property Services (until 30 September 2024)	-	-	-	55-60 (100-105 FYE)	139	190-195 (235-240 FYE)
Philip Wales Chief Executive & Registrar General, Northern Ireland Statistics & Research Agency	120-125	48	170-175	110-115	43	150-155
Louise Crilly Departmental Solicitor	140-145	79	220-205	135-140	234	365-370
Hugh Widdis Departmental Solicitor (until 14 April 2024)	-	-	-	10-15 (135-140 FYE)	73	80-85 (210-215 FYE)
Joanne McBurney Deputy Secretary, Public Spending Group	120-125	120	240-245	110-115	99	210-215
Tony Simpson Deputy Secretary, Strategic Policy & Reform	115-120	89	205-210	105-110	44	150-155
Jill Minne Deputy Secretary, People & Organisational Development	120-125	48	170-175	115-120	44	160-165

Officials	2025-26			2024-25		
	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000
Catherine Shannon Deputy Secretary, NICS Human Resources	115-120	76	190-195	105-110	44	150-155
Sharon Smyth Deputy Secretary, Construction & Procurement Delivery	120-125	92	210-215	110-115	78	190-195
Paul Duffy Deputy Secretary, Digital, Security & Finance Shared Services (until 1 March 2026) Deputy Secretary, Integr8 & Finance Shared Services (from 2 March 2026)	120-125	118	240-245	110-115	97	210-215
Paul Grocott Deputy Secretary, Digital Shared Services (from 2 March 2026)	10-15 (120-125 FYE)	3	10-15 (120-125 FYE)	-	-	-
Tracey McCavigan Group Head of NICS Internal Audit Services (from 5 February 2025)	110-115	222	330-335	85-90	3	85-90
David Hughes Director of Corporate Services	95-100	47	140-145	90-95	45	135-140
Gavin Patrick Director of Finance (from 1 July 2024)	95-100	122	215-220	60-65 (85-90 FYE)	33	95-100 (115-120 FTE)
Stewart Barnes Director of Finance (to 31 July 2024)	-	-	-	65-70 (85-90 FYE)	150	215-220 (235-240 FYE)
Mark McLaughlin Director of Communications and Engagement	70-75 (95-100 FYE)	28	95-100	85-90	49	135-140

Officials	2025-26			2024-25		
	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000	Salary £000	Pension Benefits** (to nearest £1,000)	Total £000
Ciarrai Conlan Director of Communications and Engagement (from 1 December 2025)	20-25 (85-90 FYE)	8	30-35 (95-100 FYE)	-	-	-

Note: the value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

Salary

‘Salary’ includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any severance or ex gratia payments. This report is based on accrued payments made by the Department of Finance and thus recorded in these accounts.

The Department of Finance was under the direction and control of Minister John O’Dowd during the financial year. His salary and allowances were paid by the Department and have been included in these accounts. These amounts do not include costs relating to the Minister’s role as MLA which are disclosed in the Northern Ireland Assembly Commission accounts.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs (HMRC) as a taxable emolument. None of the officials received any benefits in kind in 2025-26 or 2024-25.

Fair Pay Disclosures (Audited Information)

Pay Ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation’s workforce.

The banded remuneration of the highest-paid director in DoF in the financial year 2025-26 was £160,000 - £165,000 (2024-25, £145,000 - £150,000). The relationship between the mid-point of this band and the remuneration of the organisation’s workforce is disclosed below.

2025-26	25 th percentile	Median	75 th percentile
Total remuneration (£)	31,097	38,990	49,515
Pay ratio	5.2:1	4.2:1	3.3:1

2024-25	25 th percentile	Median	75 th percentile
Total remuneration (£)	29,983	36,618	46,851
Pay ratio	4:9:1	4.0:1	3.1:1

The 25th percentile, median and 75th percentile remuneration figures are based on annualised salaries for the last month of the financial year, adjusted for any non-consolidated payments made to staff during the year.

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. The values for the salary component of remuneration for the 25th percentile, median and 75th percentile were £31,097 (2024-25 £29,983), £38,990 (2024-25 £36,618) and £49,515 (2024-25 £46,851) respectively.

In 2025-26 and 2024-25, no employees received remuneration in excess of the highest-paid director.

Remuneration ranged from £24,000 to £164,000 (2024-25, £22,000 to £150,000).

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) salary and allowances and
- b) performance pay and bonuses.

of the highest paid director and of their employees as a whole.

The percentage changes in respect of the Department are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2025-26 v 2024-25	2024-25 v 2023-24
Average employee salary and allowances	10.96%	6.34%
Highest paid director’s salary and allowances	10.17%	3.51%

Note: no performance pay or bonuses were payable in these years.

Remuneration of Independent Board Members

The remuneration for each Independent Board Member is £12,500 for a commitment of twenty-five days plus expenses in relation to travel and subsistence incurred whilst on Departmental business.

Pension Entitlements – Ministers (Audited Information)

Officials	Accrued pension at pension age as at 31/03/26 £000	Real increase in pension at pension age £000	CETV at 31/03/26 £000	CETV at 31/03/25 £000	Real increase in CETV £000
Caoimhe Archibald Minister	-	-	-	11	-
John O'Dowd Minister	7	1	126	111	5

Ministerial Pensions

Pension benefits for Ministers are provided by the Assembly Members' Pension Scheme (Northern Ireland) 2016 (AMPS). This is a Career Average Revalued Earnings (CARE) scheme which was introduced for new and existing members by the Assembly Members (Pensions) Determination (Northern Ireland) 2016.

In 2011, the Assembly passed the Assembly Members (Independent Financial Review and Standards) Act (Northern Ireland) 2011 (2011 Act) establishing a panel to make determinations in relation to the salaries, allowances and pensions payable to members of the Northern Ireland Assembly. The tenure of the first panel ended in July 2016. As a consequence of the Assembly Commission's desire to consider a reform of the Panel and the political situation between March 2017 and January 2020, a new Panel was not appointed. Legislation to reform and rename the panel, although started, was not completed before the dissolution of the Assembly on 28 March 2022. However, the Assembly Members (Independent Remuneration Board) Act (Northern Ireland) 2025, enacted in late 2025, replaced the former panel with an Independent Remuneration Board (the Board) responsible for determining Members' pay and pensions. The AMPS continues to operate under the 2016 Determination until a new Determination is issued by the Board.

Members of the Legislative Assembly ("MLA" or "Member") aged 55 or over on 1 April 2015 and in continuous service between 1 April 2015 and 6 May 2021 retained their Final Salary pension arrangements under transitional protection until 6 May 2021. In December 2018, the Court of Appeal ruled that the transitional protection offered to members of the Judiciary and Firefighters Schemes, when their schemes were reformed, was discriminatory on grounds of age. This is known as the McCloud Judgement. As a result of this decision, the government agreed to provide remedy to eligible members across the main public sector schemes. This judgement could have an impact on MLAs who missed out on the transitional protection policy in the AMPS because of their age. The applicability of, and approach to, the McCloud judgement in relation to this scheme is a matter for the Independent Remuneration Board.

As Ministers are MLAs, they also accrue an MLA's pension under the AMPS (details of which are not included in this report). Pension benefits for Ministers under transitional protection arrangements accrued on a "contribution factor" basis, taking account of service as a Minister, up to 5 May 2021, when all members of the scheme moved to CARE. The contribution factor was the relationship between salary as a Minister and salary as an MLA for each year of service as a Minister. These pension benefits are based on the accrual rate (1/50th or 1/40th) multiplied by the cumulative contribution factors and the relevant final salary as an MLA. Up to 5

May 2021 those Ministers under the transitional protection arrangements paid contributions of either 9% or 12.5% of their Ministerial salary, depending on the accrual rate.

Pension benefits for all other Ministers accrue on a career average (CARE) basis and are payable at the same time as MLAs' pension benefits become payable under the AMPS. Pensions are increased annually in line with changes in the Consumer Prices Index. The contribution paid in the CARE Scheme is 9% of the Ministerial salary. There is also an employer contribution paid by the Consolidated Fund, out of money appropriated by Act of Assembly for that purpose, representing the balance of cost. Following the publication of the 2023 triennial valuation of the AMPS by the Government Actuary's Department, the employer contribution rate remained unchanged and continues to be paid at 17.1%. The accrued pension quoted is the pension the Minister is entitled to receive when they reach normal retirement age for their section of the Scheme. Under the CARE element of the AMPS, Normal Retirement Age is linked to State Pension Age. Any Final Salary pension accrued before 6 May 2021 will continue to be payable at a Normal Retirement Age of 65.

The Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. It is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total service, not just their current appointment as a Minister. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

The Real Increase in the Value of the CETV

This is the increase in accrued pension due to the Assembly Commission's contributions to the AMPS and excludes increases due to inflation and contributions paid by the Minister and is calculated using valuation factors for the start and end of the period.

Pension Entitlements – Officials (Audited Information)

	Accrued pension at pension age as at 31/03/26 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/26 or date of leaving if earlier	Restated CETV at 31/03/25 or start date if later	Real increase in CETV	Employer contribution to partnership pension account Nearest £100
Officials	£000	£000	£000	£000	£000	
Neil Gibson Permanent Secretary	35-40	2.5-5	549	483	40	N/A
Sharon Gallagher Deputy Secretary, Land & Property Services	60-65 plus a lump sum of 150-155	5-7.5 plus a lump sum of 7.5-10	1,410	1,226	109	N/A
Philip Wales Chief Executive & Registrar General, NISRA	5-10	2.5-5	96	61	24	N/A
Louise Crilly Departmental Solicitor	50-55	2.5-5	1,000	885	59	N/A
Joanne McBurney Deputy Secretary, Public Spending Group	60-65 plus a lump sum of 155-160	5.7.5 plus a lump sum of 7.5-10	1,434	1,247	110	N/A
Tony Simpson Deputy Secretary, Strategic Policy & Reform	45-50	2.5-5	810	696	70	N/A
Jill Minne Deputy Secretary, People & Organisational Development	25-30	2.5-5	401	345	34	N/A
Catherine Shannon Deputy Secretary, NICS Human Resources	45-50	2.5-5	668	581	53	N/A
Sharon Smyth Deputy Secretary, Construction & Procurement Delivery	40-45 plus a lump sum of 95-100	2.5-5 plus a lump sum of 5-7.5	930	799	80	N/A

Officials	Accrued pension at pension age as at 31/03/26 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV at 31/03/26 or date of leaving if earlier £000	Restated CETV at 31/03/25 or start date if later £000	Real increase in CETV £000	Employer contribution to partnership pension account Nearest £100
Paul Duffy Deputy Secretary, Digital, Security & Finance Shared Services	60-65 plus a lump sum of 150-155	5-7.5 plus a lump sum of 7.5-10	1,385	1,203	108	N/A
Paul Grocott Deputy Secretary, Digital Shared Services	25-30	0-2.5	339	336	1	N/A
Tracey McCavigan Group Head of NICS Internal Audit Services (from 5 February 2025)	40-45 plus a lump sum of 95-100	10-12.5 plus a lump sum of 22.5-25	789	569	184	N/A
David Hughes Director of Corporate Services	20-25 plus a lump sum of 35-40	2.5-5 plus a lump sum of 0-2.5	419	360	34	N/A
Gavin Patrick Director of Finance	35-40	5-7.5	609	480	98	N/A
Mark McLaughlin Director of Communications and Engagement (until 31 December 2025)	25-30	0-2.5	355	325	14	N/A
Ciarrai Conlan Director of Communications and Engagement (from 1 December 2025)	20-25	0-2.5	256	248	3	N/A

Note: the pension benefits of any members affected by the [Public Service Pensions Remedy](#) which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS(NI) membership for the same period.

Northern Ireland Civil Service (NICS) Pension Schemes

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the Classic, Premium, Classic Plus and Nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) PCSPS(NI)) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal pension age remained in their previous scheme arrangement (full protection) and those who were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment and 2015 Remedy

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022, and;
- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the remedy period) retrospectively calculated under either the current (reformed) scheme rules, or the old (pre-reform) legacy rules which existed before 2015.

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forward in providing equal pension provision for all scheme members.

The Department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their Remedy Period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice. There are a significant number of Immediate Choice Remediability Statement (RSS) packs to issue. This process involves complex calculations to provide members with individually tailored statements. Due to the complexity of the calculations and some prolonged work to finalise policy elements of the remedy, not all Immediate Choice packs have been able to be issued by the original regulatory timeline of 31 March 2025. The Scheme Manager has invoked the discretion allowed by the remedy legislation and has extended the timeline for issuing Immediate Choice RSS packs to 31 March 2027. The Pensions Regulator has been notified of this extension. Our priority remains to provide members with all the accurate information they need to make a choice. It can be noted that other Public Service Pension Schemes are also in a similar position. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Reports and Accounts](#).

As part of the remedy involved rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the 7-Year Remedy Period, the value of pension benefits for the 2025-26 pension disclosures for affected members continue to be based on the rolled back position.

Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS (NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 have chosen between membership of premium or joining the Partnership Pension Account.

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS (NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Annual Benefit Statements

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy Classic, Premium and Classic Plus arrangements and 65 for any benefits

accrued in Nuvos. Further details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\)](#).

Pension Increases

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2025 was 3.8% and HM Treasury has announced that public service pensions will be increased accordingly from April 2026.

Employee Contribution Rates

Percentage rates for employee contributions were revised for all members from 1 July 2025 as a result of the [Northern Ireland Civil Service Pension Scheme: Consultation on Scheme Yield / Member Contributions](#) as shown below*:

Annualised Rate of Pensionable Earnings (Salary Bands) 1 April 2025 to 31 August 2025		Contribution rates All members	*Contribution rates All members
From	To	1 April 2025 to 30 June 2025	From 1 July 2025
£0	£27,091.99	4.6%	4.65%
£27,092.00	£61,645.99	5.45%	5.65%
£61,646.00	£165,793.99	7.35%	7.55%
£165,794.00 and above		8.05%	8.25%

Salary bands were also updated from 1 September 2025 as follows:

Annualised Rate of Pensionable Earnings (Salary Bands) 1 September 2025 onwards		Contribution rates All members
From	To	
£0	£28,716.99	4.65%
£28,717.00	£65,343.99	5.65%
£65,344.00	£175,740.99	7.55%
£175,741.00 and above		8.25%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost.

CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should be in line with the new SCAPE discount rate of 1.7% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs. The HM Treasury Guidance of 27 April 2023 can be found at [Basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes](#). As at the year-end there have been no further changes to the SCAPE discount rate of 1.7% above CPI inflation since the HM Treasury guidance was published.

Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period (which therefore disregards the effect of any change in factors).

Compensation for Loss of Office (Audited Information)

No compensation for loss of office was payable during the year.

Staff Report

Number of Senior Civil Service Staff (or equivalent) by Band

The number of staff serving as senior civil servants (or equivalent) based on a full year equivalent as at 31 March 2026 is as follows:

Core Department and Agency	2025-26	2024-25
Pay band	Number	Number
£75,000 - £79,999	-	18
£80,000 - £84,999	2	21
£85,000 - £89,999	21	10
£90,000 - £94,999	18	-
£95,000 - £99,999	16	-
£100,000 - 104,999	-	2
£105,000 - £109,999	-	5
£110,000 - £114,999	3	1
£115,000 - £119,999	2	-
£120,000 - £124,999	8	-
£130,000 - £134,999	-	1
£145,000 - £149,999	-	1
£155,000 - £159,999	1	-
£160,000 - £164,999	1	-
Total	72	59

Staff Costs (Audited Information)

Staff costs comprise:

	2025-26			2024-25	
	Permanently employed staff** £000	Others £000	Minister £000	Total*** £000	Total*** £000
Wages and salaries	136,873	11,838	48	148,759	134,804
Social security costs	18,767	-	7	18,774	13,947
Other pension costs	48,149	-	8	48,157	43,973
Sub total	203,789	11,838	63	215,690	192,724
Capitalised salaries	5,483	-	-	5,483	4,426
Less recoveries in respect of outward secondments	(17,727)	-	-	(17,727)	(15,253)
Total net costs**	191,545	11,838	63	203,446	181,897
Of which:	Charged to Administration	Charged to Programme	Charged to Capital	Total	Total
Core Department	125,394	53,456	3,620	182,470	164,910
Agency	-	18,035	1,863	19,898	15,975
Other designated bodies - SEUPB	1,078	-	-	1,078	1,012
Total net costs	126,472	71,491	5,483	203,446	181,897

*Permanently employed staff includes the cost of the Department's Special Adviser who was paid in the pay band £80k-£85k (2024-25: £75k-80k).

** Of the total £5.5m has been charged to capital (2024-25: £4.4m).

*** Included within Other wages and salaries are apprenticeship levy payments of £721k (2024-25: £688k).

Pension Arrangements

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes, but the Department of Finance is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. Reforms were made to the CCM which was applied to the 2020 scheme valuations and included the introduction of a reformed-scheme-only cost control mechanism which assesses just the costs relating to reformed schemes (alpha for the NICS) and introduced an economic check. Prior to the cost control mechanism reforms, legacy scheme (PCSPS(NI)) costs associated with active members were also captured in the mechanism. The reformed-scheme-only design and the economic check were applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The 2020 scheme valuation outcome was that the core cost cap cost of the scheme lies within the 3% cost cap corridor. As there is no breach of the cost control mechanism, there is no requirement for the Department of Finance to consult on changes to the scheme. Further information can be found on the Department of Finance website [NICS Pension Scheme Valuations](#).

For 2025-26, employers' contributions of £47,710,116 were payable to the NICS pension arrangements (2024-25: £43,850,538 at a flat rate of 34.25%) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £113,448 (2024-25: £119,308) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2024-25, 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £3,436 (2024-25: £3,154 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £NIL. Contributions prepaid at that date were £NIL (2024-25: £NIL).

III Health Retirements

7 persons (2024-25: 10 persons) retired early on ill health grounds, the total additional accrued pension liabilities in the year amounted to £61,310.64 (2024-25: £94,417).

Average Number of Persons Employed (Audited Information)

The average number of whole-time equivalent persons employed during the year was as follows. These figures include those working in the Department as well as in its agency and other bodies included within the consolidated Departmental Accounts.

Activity					2025-26	2024-25
	Permanently employed staff	Others	Minister	Special Adviser	Number Total	Number Total
Communications and Engagement Division	35	-	-	-	35	30
Construction and Procurement Delivery	298	15	-	-	313	320
Corporate Services Division	17	-	-	-	17	15
Departmental Solicitor's Office	143	23	-	-	166	176
Digital, Security and Finance Shared Services	609	26	-	-	635	622
Finance Division	54	4	1	1	60	57
Land and Property Services	958	132	-	-	1,090	1,097
NICS Human Resources	387	50	-	-	437	428
NICS Internal Audit Services	55	1	-	-	56	65
Northern Ireland Statistics and Research Agency	501	101	-	-	602	550
People and Organisational Development	58	6	-	-	64	53
Public Spending Group	56	-	-	-	56	62
Strategic Policy & Reform Directorate	94	-	-	-	94	91
Other **	59	11	-	-	70	69
SEUPB	88	11	-	-	99	87
Total*	3,412	380	1	1	3,794	3,722
Of which:						
Core Department	2,823	268	1	1	3,093	3,085
Agency	501	101			602	550
Other designated bodies - SEUPB	88	11	-	-	99	87
Total	3,412	380	1	1	3,794	3,722

*The Department does not employ any staff exclusively for capital projects.

** Other – includes staff who are outside the main DoF core directorates and seconded out staff.

Staff Composition

The gender analysis as at 31 March 2026 for the Department and its Agency can be broken down as follows:

	2025-26			2024-25		
	Female staff	Male Staff	Total Staff	Female staff	Male Staff	Total Staff
Departmental Board	8	7	15	7	7	14
Senior Civil Service	30	27	57	24	21	45
DoF Employees	1,733	1,727	3,460	1,724	1,725	3,449
Total*	1,771	1,761	3,532	1,755	1,753	3,508

Note: the total per this table will differ to the total staff persons employed as it is based on average staff numbers at a point in time, it also excludes staff who are outside the main DoF core directorates and seconded out staff.

Sickness Absence

The Department had an overall sickness absence rate of 10.6 days (9.9 days 2023-24) lost per employee in 2024-25. Annual sickness absence figures can be found in the “Sickness Absence in the Northern Ireland Civil Service 2024-25” report at [Sickness Absence in the Northern Ireland Civil Service 2024-25 | Northern Ireland Statistics and Research Agency](#). The 2025-26 sickness absence data is not currently available and will be published later this year.

Staff Policies

Employment, training and advancement of disabled persons

The NICS is a lead partner of Employers for Disability NI (EFDNI) and is an accredited [Disability Positive](#) employer.

The NICS delivers an annual programme of communications and training on disability awareness and has policies in place to support inclusive workplaces. A review of the NICS reasonable adjustment policy and processes for in-work support, and for its recruitment selection and onboarding processes to deliver improvements was progressed in 2025 and will conclude in 2026-27. Colleagues with lived experience and external independent advocates have been stakeholders in the reasonable adjustment policy review.

The NICS is committed to the employment of Disabled people and offers work experience through its [Work Experience Scheme for Disabled People](#), it has also participated in the previous two phases of the Department for Communities JobStart Scheme which aims to improve the employability and long-term employment prospects of those who face additional barriers to employment. The Civil Service will participate in phase three of the scheme during 2026-27 offering paid work placements to eligible benefit claimants aged 16-65 to address barriers to economic participation.

In order to encourage job applications from Disabled people, positive action advertising and targeted advertising alongside a programme of outreach are used. The NICS operates a Guaranteed Interview Scheme (GIS) which ensures a guaranteed number of Disabled applicants who meet the minimum essential eligibility criteria for the role they have applied for, are offered an interview. Further information can be found on the “Information for Disabled applicants” section of the [NICS recruit website](#).

All selection panel members complete mandatory recruitment and selection training, and appointments to the NICS are made on merit on the basis of fair and open competition, adhering to the [Recruitment Code](#).

Equality, Diversity and Inclusion

The NICS values and welcomes diversity and is committed to creating a truly inclusive workplace for all. As part of this commitment, leadership and inclusion is a key pillar within the new five-year NICS People Strategy 2025-30 which launched in April 2025. The strategy was developed with a range of stakeholders including NICS staff networks and through its delivery the NICS aims to foster a culture of leadership, inclusivity and diversity that will help drive better outcomes for its workforce and the public it serves.

The NICS Diversity Champions Network comprises senior colleagues as designated Diversity Champions for each of the nine NICS departments, as well as four thematic leads for gender, race and ethnicity, disability and LGBTQ+. The network works in partnership with the NICS corporate HR function, People and Organisational Development and the seven NICS staff networks (LGBTQ+, Women, Disability, Race & Ethnicity, Cancer Support, Carers and Students), to develop and deliver actions to help promote and embed equality, diversity and inclusion across the Service.

Equality is a cornerstone consideration in the development and review of all HR policies which determine how staff are recruited and appointed, their terms and conditions, how they are managed and developed, assessed, recognised and rewarded. Further information is available in the [Equality, Diversity and Inclusion Policy](#). A strategic HR policy renewal programme is underway as part of the new People Strategy to modernise NICS people policies, ensuring they are user-centric and have a positive impact on employee experience.

As part of the NICS' efforts to ensure equality of opportunity, the NICS continually conducts comprehensive reviews into the composition of its workforce and recruitment activity, publishing a wide range of data. The statistics are available on the [Northern Ireland Statistics and Research Agency \(NISRA\)'s website](#).

The NICS continues to meet its statutory obligations under the Fair Employment & Treatment (NI) Order 1998, which includes submission of an annual Fair Employment Monitoring Return and a tri-annual Article 55 Review to the Equality Commission for NI (ECNI), both of which assess the composition of the NICS workforce and the composition of applicants and appointees. Although not a statutory requirement, the NICS also conducts a similar formal review of the gender profile of its workforce. The findings from both tri-annual reviews are published in the NICS [Workforce Review](#). The next review was submitted to the Equality Commission for Northern Ireland in 2025 and will be published in 2026.

The NICS uses the findings of all the equality monitoring and analysis to inform its programme of targeted outreach activity to address any areas of under-representation.

As a public authority, the NICS has due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Section 75 of the Northern Ireland Act 1998 in carrying out its functions. Further information on the Department's equality scheme is available on its [website](#).

Other Employee Matters

Learning and Development

The NICS recognises the importance of having skilled and engaged employees and continues to invest in learning and development.

Development and delivery of generic staff training is centralised in NICSHR^[1]. Training is delivered using a variety of learning delivery channels (including classroom delivery, on-line, and virtual classrooms), providing flexible access to learning. Coherent learning pathways are aligned to both corporate need and the NICS People Strategy 2025-30.

NICSHR L&D contributes to the delivery of the Strategy's three priorities:

- Skills and Capacity – Building capability and future-ready skills
- Experience and Environment – Creating inclusive, high-quality working environments
- Leadership and Inclusion – Developing leaders who collaborate and innovate

A portfolio of learning products is developed in consultation with customers and subject experts internally and externally, accessible by staff through the [LnKS](#) learning management system icon on all NICS desktops. The themes covered in our portfolio of training are:

- Policy and Government
- Leadership & Management
- Collaborative & Collective Working
- Innovation, Improvement & Transformation
- Health & Wellbeing
- Digital Skills Development

Staff Engagement Scores

The NICS People Survey was conducted by NISRA in Spring 2025 across the nine NICS ministerial Departments as well as the Public Prosecution Service and the Health & Safety Executive for NI. All staff working in these organisations were invited to take part in the survey from 29 April to 23 May 2025. For the Department of Finance there were 3,615 (2023: 3,528) staff invited to complete the survey, of which 1,845 (2023: 1,845) participated, a response rate of 51% (2023: 62%). The Employee Engagement Index (EEI) is the weighted average of the responses to the five employee engagement questions, and it ranges from 0% to 100%. DoF responses indicated an Employee Engagement Index of 58% (2023: 55%), compared to the NICS average of 56% (2023: 54%). The full survey can be accessed at [NICS People Survey Results](#). The next NICS People Survey is due to take place in 2027.

Application of Business Appointment Rules (BARs)

In compliance with Business Appointment rules, the Department is transparent in the advice given to individual applications for senior staff, including special advisers. Advice regarding specific business appointments has been published on the Department of Finance website [NICS Standards of Conduct Policy](#).

^[1] NICSHR is the NICS' centralised human resources operational delivery function, falling under the responsibility of the Department of Finance

Employee Consultation and Trade Union Relationships

The Department of Finance (DoF) is responsible for the NICS Trade Union Arrangements Policy. People & Organisational Development within DoF consults and/or negotiates with the NICS recognised trade unions on matters such as pay, promotion, and annual leave which are relevant across the NICS. Local issues relevant only to a particular office or area of work is handled by local managers, and branch trade union representatives, through agreed Local Whitley procedures/constitutions. Each department will have their own Departmental Whitley structure, to consider matters unique to individual departments and their agencies across business areas. Business areas may also have a Whitley arrangement in place dealing with issues specific to that business area.

Consultancy and Temporary Staff Expenditure

	2025-26			2024-25		
	Core Department £000	Agency £000	Total £000	Core Department £000	Agency £000	Total £000
External Consultancy	4,821	-	4,821	3,966	-	3,966
Temporary staff	7,768	1,075	8,843	5,630	834	6,464
Total	12,589	1,075	13,664	9,596	834	10,430

The Department uses professional service providers to support specialist work. This includes consultancy, contingent labour (temporary staff), legal advice and IT expertise. Consultants are hired to work on projects in a number of specific situations: where the Department does not have the skill set required; where the particular requirement falls outside the core business of civil servants; or where an external, independent perspective is required. When used appropriately, consultancy can be a cost effective and efficient way of getting the temporary and skilled external input that the Department needs. We are committed to the consistent application of the Department’s guidance on consultancy and other spending.

In particular, the consultancy spend was incurred mainly for the following:

- Integr8 – Consultancy spend in relation to the transformation of the future delivery of Finance and HR and Payroll services for Central Government, including implementing a new technology solution to replace the current systems; *and*
- LPS – Consultancy spend assisting with the provision of professional financial services and the procurement of professional legal services, in relation to the programme that will fully transform how LPS delivers its services.

Staff Turnover

2025-26		2024-25	
Departmental Turnover Percentage	General Turnover Percentage	Departmental Turnover Percentage	General Turnover Percentage
8.6%	5.4%	7.4%	5.4%

The Department of Finance Staff Turnover percentage (the number of people that have left the Department including those who have moved within the NICS) for 2025-26 is 8.6% (2024-25:

7.4%), and the general turnover percentage (the people who have left the Department and have not gone elsewhere in the NICS) is 5.4% (2024-25: 5.4%). This has been calculated by NICSHR based on the Cabinet Office Guidance on calculations for Turnover in the Civil Service.

Staff Redeployment

The Department did not have any staff redeployed in 2025-26 year (2024-25: NIL).

Off-Payroll Engagements

The Department had no off -payroll engagements for the 2025-26 year (2024-25: NIL).

Senior Officials with Significant Financial Responsibility

There are no off-payroll board members who are engaged with significant financial responsibilities. All the executive members of the DB are on-payroll and have significant financial responsibilities:

On-payroll	2025-26	2024-25
Current board members	15	14
Past board members	-	-
Total	15	14

Reporting of Civil Service and Other Compensation Schemes – Exit Packages (Audited Information)

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme (Northern Ireland) (CSCS(NI)), a statutory scheme made under the Superannuation (Northern Ireland) Order 1972.

Exit costs are accounted for in full in the SoCNE in the year departure is agreed. The Department had no costs agreed and accounted for in respect of exit packages in 2025-26 and 2024-25. Where the Department has agreed early retirements, the additional costs are met by the Department and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme.

Assembly Accountability and Audit Report

Statement of Outturn against Assembly Supply (SOAS) (Audited Information)

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FRM) requires the Department of Finance (DoF) to prepare a Statement of Outturn against Assembly Supply (SOAS) and supporting notes.

The SOAS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly.

The SOAS is a key accountability statement that shows, in detail, how an entity has spent against their Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated Fund), that the Assembly gives statutory authority for entities to utilise. The Estimate details Supply and is voted on by the Assembly at the start of the financial year and is then normally revised by a Supplementary Estimate at the end of the financial year. It is the final Estimate, normally the Spring Supplementary Estimate, which forms the basis of the SOAS.

Should an entity exceed the limits set by its Supply Estimate and corresponding Act of the Assembly, called control limits, their accounts will receive a qualified opinion.

The format of the SOAS mirrors the Supply Estimates to enable comparability between what the Assembly approves and the final outturn. The Supply Estimates are voted by the Assembly and published on the DoF website.

The SOAS contain a summary table, detailing performance against the control limits that the Assembly has voted on, cash spent (budgets are compiled on an accruals basis and so outturn won't exactly reconcile to the cash spent) and administration.

The supporting notes detail the following: Outturn detailed by Estimate line, providing a more detailed breakdown (note 1); a reconciliation of outturn to net expenditure in the Statement of Comprehensive Net Expenditure (SoCNE), to tie the SOAS to the financial statements (note 2); a reconciliation of net resource outturn to net cash requirement (note 3); and an analysis of income payable to the Consolidated Fund (note 4).

The SOAS and Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. An understanding of the budgeting framework and an explanation of key terms is provided on page 14, in the financial review section of the Performance Report. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in chapter 1 of the Consolidated Budgeting Guidance, available on the [GOV.UK website](#).

The SOAS provides a detailed view of financial performance, in a form that is voted on and recognised by the Assembly. The financial review, in the Performance Report, provides a summarised discussion of outturn against estimate and functions as an introduction to the SOAS disclosures.

Summary Tables – mirror Part I of the Estimates

Summary Table, 2025-26, all figures presented in £000s

Type of Spend	Note	Outturn			Estimate			Outturn vs estimate, savings/ (excess)		Prior Year Outturn Total 2024-25
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
Departmental Expenditure Limit										
Resource	SOAS 1.1	290,958	(12,116)	278,842	297,407	(12,092)	285,315	6,449	6,473	243,000
Capital	SOAS 1.2	31,688	-	31,688	33,927	-	33,927	2,239	2,239	20,504
Total		322,646	(12,116)	310,530	331,334	(12,092)	319,242	8,688	8,712	263,504
Annual Managed Expenditure										
Resource	SOAS 1.1	15,873	-	15,873	18,187	-	18,187	2,314	2,314	13,740
Capital	SOAS 1.2	-	-	-	-	-	-	-	-	(955)
Total		15,873	-	15,873	18,187	-	18,187	2,314	2,314	12,785
Total Budget										
Resource	SOAS 1.1	306,831	(12,116)	294,715	315,594	(12,092)	303,502	8,763	8,787	256,740
Capital	SOAS 1.2	31,688	-	31,688	33,927	-	33,927	2,239	2,239	19,549
Total Budget Expenditure		338,519	(12,116)	326,403	349,521	(12,092)	337,429	11,002	11,026	276,289
Total Budget		338,519	(12,116)	326,403	349,521	(12,092)	337,429	11,002	11,026	276,289

Figures in the areas outlined in bold are voted totals subject to Assembly control.

Net Cash Requirement 2025-26, all figures presented in £000

Item	Note	Outturn	Estimate	Outturn vs estimate, savings/ (excess)	Prior Year Outturn Total 2024-25
Net Cash Requirement	SOAS 3	276,707	297,578	20,871	226,710

Figures in the areas outlined in bold are voted totals subject to Assembly control.

Explanations of variances between Estimate and Outturn are given in SOAS note 1.

Administration Costs 2025-26, all figures presented in £000

Item	Note	Outturn	Estimate	Outturn vs estimate, savings/ (excess)	Prior Year Outturn Total 2024-25
Administration costs	SOAS 1.1	179,429	182,886	3,437	166,729

Administration costs are not a separate voted limit and a breach of the administration budget will not result in an excess vote.

SOAS 1 to 4 form part of these accounts.

Notes to the Statement of Outturn against Assembly Supply, 2025–26 (£000)

This note mirrors Part II of the Estimates: (Revised) Subhead Detail and Resource to Cash Reconciliation.

SOAS 1. Outturn detail, by Estimate line (Audited Information)

SOAS 1.1 Analysis of Resource Outturn by Estimate Line, all figures presented in £000

Type of Spend	Resource Outturn							Estimate			Outturn vs Estimate (Inc virements), Savings/ excess	Prior Year Outturn Total 2024-25
	Administration			Programme			Total	Total	Virements	Total Incl. Virements		
	Gross	Income	Net	Gross	Income	Net						
Spending In Departmental Expenditure Limits (DEL)												
Voted Expenditure												
1 Finance, Procurement, Policy and Accommodation	119,043	(41,361)	77,682	817	-	817	78,499	77,822	677	78,499	-	74,386
Of Which:												
<i>NICS Accommodation Services</i>	62,741	(6,921)	55,820	-	-	-	55,820	54,996	824	55,820	-	54,736
<i>Strategic Policy and Reform</i>	7,568	(1,654)	5,914	-	-	-	5,914	6,074	(160)	5,914	-	4,955
<i>Departmental Solicitors Office</i>	16,450	(13,633)	2,817	-	-	-	2,817	2,512	305	2,817	-	5,132
<i>Central Procurement</i>	20,194	(14,492)	5,702	-	-	-	5,702	5,749	(47)	5,702	-	3,773
<i>Public Spending Group</i>	3,897	(22)	3,875	47	-	47	3,922	4,106	(184)	3,922	-	3,682
<i>International Fund for Ireland</i>	-	-	-	770	-	770	770	770	-	770	-	742
<i>Other Central Functions</i>	8,193	(4,639)	3,554	-	-	-	3,554	3,615	(61)	3,554	-	1,366
2 NICS Shared Services	154,674	(57,757)	96,917	189	-	189	97,106	101,170	-	101,170	4,064	88,339
Of Which:												
<i>Digital, Security and Finance Shared Services</i>	84,824	(31,638)	53,186	-	-	-	53,186	54,698	(494)	54,204	1,018	53,082
<i>NICS Human Resources</i>	46,926	(25,740)	21,186	184	-	184	21,370	22,839	-	22,839	1,469	21,604

Type of Spend	Resource Outturn							Estimate			Outturn vs Estimate (Inc virements), Savings/ excess	Prior Year Outturn Total 2024-25
	Administration			Programme			Total	Total	Virements	Total Incl. Virements		
	Gross	Income	Net	Gross	Income	Net						
<i>People and Organisational Development</i>	4,696	(41)	4,655	-	-	-	4,655	4,994	-	4,994	339	4,146
<i>Integr8 Project</i>	15,297	-	15,297	-	-	-	15,297	16,535	-	16,535	1,238	7,579
<i>Other Shared Services Functions</i>	2,931	(338)	2,593	5	-	5	2,598	2,104	494	2,598	-	1,928
3 Northern Ireland Statistics and Research Agency	1,125	-	1,125	43,287	(25,983)	17,304	18,429	18,729	-	18,729	300	13,857
4 Land and Property Services	2,156	-	2,156	130,034	(38,930)	91,104	93,260	96,059	(804)	95,255	1,995	74,801
5 EU Programme Of Which:				10,665	(8,545)	2,120	2,120	2,013	127	2,140	20	1,411
<i>EU Peace Programmes</i>	-	-	-	10,612	(8,501)	2,111	2,111	2,013	98	2,111	-	1,362
<i>EU Community Initiatives</i>	-	-	-	24	(44)	(20)	(20)	-	-	-	20	-
<i>European Regional Development Fund</i>	-	-	-	29	-	29	29	-	29	29	-	49
6 SEUPB (Net)*	1,544	-	1,544	-	-	-	1,544	1,614	-	1,614	70	1,434
Total Voted in DEL	278,542	(99,118)	179,424	184,992	(73,458)	111,534	290,958	297,407	-	297,407	6,449	254,228
7 Non-voted Expenditure												
Land and Property Services	-	-	-	-	(12,116)	(12,116)	(12,116)	(12,092)	-	(12,092)	24	(11,228)
Total Non-voted in DEL	-	-	-	-	(12,116)	(12,116)	(12,116)	(12,092)	-	(12,092)	24	(11,228)
Total Spending in DEL	278,542	(99,118)	179,424	184,992	(85,574)	99,418	278,842	285,315	-	285,315	6,473	243,000

Type of Spend	Resource Outturn							Estimate			Outturn vs Estimate (Inc virements), Savings/ excess	Prior Year Outturn Total 2024-25
	Administration			Programme			Total	Total	Virements	Total Incl. Virements		
	Gross	Income	Net	Gross	Income	Net						
Voted Expenditure												
8 Provision	-	-	-	(625)	-	(625)	(625)	1,296	-	1,296	1,921	762
9 Depreciation	-	-	-	16,195	-	16,195	16,195	16,574	-	16,574	379	12,705
10 SEUPB	-	-	-	303	-	303	303	317	-	317	14	273
Total Voted in AME	-	-	-	15,873	-	15,873	15,873	18,187	-	18,187	2,314	13,740
Total Spending in AME	-	-	-	15,873	-	15,873	15,873	18,187	-	18,187	2,314	13,740
Total Resource	278,542	(99,118)	179,424	200,865	(85,574)	115,291	294,715	303,502	-	303,502	8,787	256,740

*NDPB outturn is recorded net

**Virements are the reallocation of provision in the Estimates that do not require Assembly authority (because the Assembly does not vote to that level of detail and delegates to DoF). Further information on virements is provided in the Supply Estimates in Northern Ireland Guidance Manual, available on the DoF website. The Outturn vs Estimate column is based on the total including virements. The Estimate total before virements have been made is included so that users can reconcile this Estimate back to the Estimates approved by the Assembly.

SOAS 1 to 4 form part of these accounts

Explanation of the Variation between Estimate and Outturn (net total resources):

The net resource outturn was **£294.7m** against an estimated provision of **£303.5m**.

The total variance was **£8.8m**, split between the Departmental expenditure limit (DEL) **£6.5m** and the annually managed expenditure (AME) **£2.3m**.

Of the DEL underspend, approximately £1.6m relates to a non-earmarked underspend mainly due to LPS generating additional income in Land Registration (£0.6m) and Ordnance Survey (£0.4m) and difficulties filling vacancies (circa £0.6m) across the majority of business areas. A further £2.6m relates to an earmarked underspend due to delays in the Integr8 project (£1.2m) from difficulties in recruiting the specialist resources required to support Programme delivery and spend on the implementation partner, which started in August 2025 and was less than expected in the 2025-26 financial year, with some deliverables moving forward into the 2026-27 financial year; and reduced spend on the Rate Rebate scheme (£1.3m) which is demand led. A £2.2m underspend in the non-cash budget mainly relates to the HR Connect asset, which was not re-lifed, as had been expected, as part of the revaluation exercise. The overall underspend of £2.2m in Capital is due to a £0.7m underspend resulting from Royston/Ferguson House and Waterfront Plaza IFRS 16 dilapidations not occurring in 2025-26 as expected. A further £0.8m being the net underspend of additional new requirements and project delays on smaller projects including Stormont Estate and Marlborough House Replacement and £7.0m increased receipts from loss of disposals and Clarence Court receipts. These are then offset by £6.1m resulting from a delay in the Clare House lease regearing. The under spend of £2.2m in AME mainly relates to budget set aside for property related provisions. AME spend is by its nature unpredictable.

Departmental Expenditure Limit (DEL)

The total cost of Finance, Procurement and Accommodation was **£119.9m** (2024-25: £106.3m). This function comprises Construction and Procurement Delivery, the Departmental Solicitor's Office, Internal Audit (IA), Public Spending Group and Strategic Policy and Reform Division. Key activities include work to improve the overall management of public funds and the spending performance of departments, and professional legal and procurement services for the NICS and the wider public sector. The Department is responsible for the provision of office accommodation for staff employed in NICS government departments and their agencies. Included in the £119.9m was gross resource expenditure on accommodation services was **£62.7m** (2024-25: £60.7m) which includes £26.1m (2024-25: £24.3m) of depreciation and impairment and £16.3m of Rates, £12.0m of utilities and maintenance of the estate (2024-25: £29.3m - rent, rates and maintenance of the estate). The increase is mainly due to increased depreciation because of the Revaluation exercise.

The Department continues to deliver essential shared services to departments and other public bodies. During 2025-26 the total costs of NICS Shared Services (including Financial Shared Services, Learning and Development, HR Connect, Digital Operations, Digital Security and Engagement (DSE), People and Organisation Development and NICS Human Resources) amounted to **£154.9m** (2024-25: £139.5m). The increased cost is mainly due to the Integr8 transformation programme.

The Department's main public-facing services are delivered by Land and Property Services and the Department's Agency, the Northern Ireland and Research Agency. NISRA produces its own Annual Reports and Accounts, and further details of the Agency's financial performance can be found in its own financial review.

LPS's main functions are to collect rates on behalf of central government and councils, maintain domestic and non-domestic rating valuation lists, record legal interests in land in the Land Registers, provide land information services relating to the Registers for conveyancing purposes, provide mapping services in NI, collect, manage and publish spatial data in NI for use by the public and private sectors, and deliver a property valuation, estate management and property data service to the public sector. 2017-18 saw LPS take on a new role in respect of rate rebate payments to those who qualify and are in receipt of Universal Credit. The total costs of Land and Property Services was **£132.2m** (2024-25: £108.9m). The increased costs are mainly because of increased payments associated with the rate rebate scheme.

Annually Managed Expenditure (AME)

By definition AME covers areas of expenditure that are more volatile. Of the AME underspend, £2.3m mainly relates to budget set aside for property related provisions, which are difficult to predict but were not required. AME spend is by its nature unpredictable.

SOAS 1.2 Analysis of Capital Outturn by Estimate Line, all figures presented in £000 (Audited Information)

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate (incl. virements), saving/ (excess)	Prior Year Outturn Total 2024-25
	Gross	Income	Net total	Total	Virements**	Total inc. virements		
Spending in Departmental Expenditure Limits (DEL)								
1 Voted Expenditure								
Finance, Procurement, Policy and Accommodation Services	4,851	(8,429)	(3,578)	(1,232)	(609)	(1,841)	1,737	(2,235)
Of which:								
Accommodation Services	4,416	(8,427)	(4,011)	(1,667)	(630)	(2,297)	1,714	(2,594)
Strategic Policy and Reform	4	-	4	-	4	4	-	-
Departmental Solicitors Office	-	-	-	-	-	-	-	-
Central Procurement	430	-	430	413	17	430	-	335
Public Spending Group	-	-	-	22	-	22	22	-
International Fund for Ireland	-	-	-	-	-	-	-	5
Other Central Functions	1	(2)	(1)	-	-	-	1	19
2 NICS Shared Services	12,278	(5)	12,273	11,673	600	12,273	-	13,277
Of which:								
Digital, Security and Finance Shared	11,721	(5)	11,716	10,931	785	11,716	-	11,444
NICS Human Resources	555	-	555	742	(187)	555	-	1,783
People and Organisational Development	-	-	-	-	-	-	-	50
Integr8 Project	2	-	2	-	2	2	-	-
Other Shared Services Functions	-	-	-	-	-	-	-	-
3 NISRA	2,378	(16)	2,362	2,864	-	2,864	502	2,657
4 LPS	20,734	(132)	20,602	20,593	9	20,602		6,778

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate (incl. virements), saving/ (excess)	Prior Year Outturn Total 2024-25
	Gross	Income	Net total	Total	Virements**	Total inc. virements		
5 EU Programmes	-	-	-	-	-	-	-	-
of which:	-	-	-	-	-	-	-	-
EU Peace Programmes	-	-	-	-	-	-	-	-
EU Community Initiatives	-	-	-	-	-	-	-	-
European Regional Development Fund	-	-	-	-	-	-	-	-
6 SEUPB(Net)*	29	-	29	29	-	29	-	27
Total Voted DEL								20,504
Total spending in DEL	40,270	(8,582)	31,688	33,927	-	33,927	2,239	20,504
Spending in Annually Managed Expenditure (AME)								
Voted Expenditure								
7 Provisions	-	-	-	-	-	-	-	(955)
Total Spending in AME	-	-	-	-	-	-	-	(955)
Total Capital	40,270	(8,582)	31,688	33,927		33,927	2,239	19,549

*NDPB outturn is recorded net

**Virements are the reallocation of provision in the Estimates that do not require Assembly authority (because the Assembly does not vote to that level of detail and delegates to DoF). Further information on virements is provided in the Supply Estimates in Northern Ireland Guidance Manual, available on the DoF website. The Outturn vs Estimate column is based on the total including virements. The Estimate total before virements have been made is included so that users can reconcile this Estimate back to the Estimates approved by the Assembly

SOAS 2. Reconciliation of Outturn to Net Expenditure (Audited Information)

Item	Note	Outturn Total 2025-26 £000	Prior Year Outturn Total 2024-25 £000
Total Resource Outturn	SOAS 1.1	294,715	256,740
Add: Capital Grants		-	6
Provisions utilised in capital but released in Resource		-	-
Dilapidations provision released in Capital		-	(564)
Cost of Rate Collection		12,116	11,228
Total		306,831	267,410
Less: Income paid/payable to the Consolidated Fund		(732)	(1,333)
Total		(732)	(1,333)
Net Expenditure in Consolidated Statement of Comprehensive Net Expenditure	SOCNE	306,099	266,077

As noted in the introduction to the SOAS above, outturn and the Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. Therefore, this note reconciles the resource outturn to net expenditure, linking the SOAS to the financial statements.

Capital grants are budgeted for as Capital DEL but accounted for as spend on the face of the SoCNE, and therefore function as a reconciling item between Resource and Net Expenditure.

Provisions utilised and dilapidations provisions are budgeted for as Capital DEL but accounted for as spend on face of the SoCNE.

The Cost of Rate Collection is effectively a charge to district councils for a service provided to them by DoF in collecting district rates. It is not recognised as Income received in the DoF accounts. A budgetary policy decision enabled the amount each year to be recognised by the Department as income for the purposes of determining the Department's available budget effective.

SOAS 1 to 4 form part of these accounts.

SOAS 3. Reconciliation of Net Resource Outturn to Net Cash Requirement (Audited Information)

Item	Note	Outturn Total £000	Estimate £000	Outturn vs Estimate, Saving/(excess), £000
Total Resource Outturn	SOAS 1.1	294,715	303,502	8,787
Total Capital Outturn	SOAS 1.2	31,688	33,927	2,239
<i>Non-Operating accruing resources:</i>				
Net book value of assets disposals		-	-	-
<i>Adjustments for Arm's Length Bodies (ALB):</i>				
Remove voted resources and capital		(1,876)	(1,960)	(84)
Add cash grant in aid		1,240	1,271	31
<i>Adjustments to remove non-cash items:</i>				
Depreciation, impairment and revaluations		(65,053)	(67,658)	(2,605)
New Provisions and adjustments to previous provisions		(946)	(2,631)	(1,685)
Finance Expense		(719)	-	719
Other non-cash items		(19,769)	(18,300)	1,469
<i>Adjustments to reflect movements in working balances:</i>				
Increase/(Decreases) in receivables		16,425	-	(16,425)
(Increase)/Decrease in payables		(3,214)	36,000	39,214
Changes in working capital other than cash		10,528	-	(10,528)
Use of provision		1,572	1,335	(237)
Total		264,591	285,486	20,895
Removal of non-voted budget items				
Other adjustments		12,116	12,092	(24)
Total		12,116	12,092	(24)
Net Cash Requirement		276,707	297,578	20,871

This note mirrors Part II of the Estimates: Resource to Cash Reconciliation

Explanation of the Variation between Estimate and Outturn (Net Cash Requirement):

As noted in the introduction to the SOAS above, outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. This reconciliation bridges the resource outturn to the net cash requirement.

The Department's net cash requirement outturn was **£276.7m** against an estimated provision of **£297.6m**, a variance of £20.9m. The bulk of the variance relates to the movement in working capital other than cash, depreciation and adjustment for provisions.

SOAS 1 to 4 form part of these accounts.

SOAS 4. Amounts of Income to the Consolidated Fund (Audited Information)

This note mirrors Part III of the Estimates: Extra Receipts Payable to Consolidated Fund

SOAS 4.1 Analysis of Income Payable to the Consolidated Fund

In addition to income retained by the Department, the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in italics).

Item	Outturn total 2025-26		Prior Year Outturn Total 2024-25	
	Income £000	<i>Receipts</i> £000	Income £000	<i>Receipts</i> £000
Income outside the ambit of the Estimate (resource)	(732)	<i>(732)</i>	(1,333)	<i>(1,154)</i>
Income outside the ambit of the Estimate (capital)	-	-	-	-
Excess cash surrenderable to the Consolidated Fund	-	-	-	-
Total amount payable to the Consolidated fund	(732)	<i>(732)</i>	(1,333)	<i>(1,154)</i>

SOAS 4.2 Consolidated Fund Income

Consolidated Fund income shown in note SOAS 4.1 above does not include any amounts collected by the Department where it was acting as agent of the Consolidated Fund rather than as principal. Full details of income collected as agent for the Consolidated Fund are in the Department's Trust Statement, Rate Levy Accruals Accounts, published separately.

SOAS 1 to 4 form part of these accounts.

Other Assembly Accountability Disclosures

Regularity of Expenditure (Audited Information)

i. Losses and Special Payments

Losses Statement

	2025-26		2024-25	
	Core Department & Agency	Group	Core Department & Agency	Group
Total number of losses	9,617	9,617	7,205	7,205
Total value of losses £000	871	871	525	525

No losses were in excess of £300k (2024-25, nil).

Special Payments

	2025-26		2024-25	
	Core Department & Agency	Group	Core Department & Agency	Group
Total number of special payments	25	25	19	19
Total value of special payments £000	2,918	2,918	494	494

Two special payments were in excess of £300k (2024-25, nil).

Construction and Procurement Delivery (CPD) had one non-consolatory ex gratia payment of £1,402k that was paid during the 2025-26 financial year. This payment related to a legal case taken by a supplier relating to procurement.

Departmental Solicitors Office (DSO) had one compensation payment of £320k during the 2025-26 financial year.

ii. Fees and Charges (Audited Information)

This note is provided for fees and charges purposes and not for IFRS 8 purposes. Information is provided in relation to services where the full cost of the service is in excess of £1m.

Business Activity	2025-26			2024-25	Financial Objective	Commentary
	Income £000	Full Cost £000	Surplus/ (deficit) £000	Surplus/ (deficit) £000		
Central Management of the Civil Service Pension Scheme	2,700	2,699	1	4	To recover the full costs associated with the management of the Northern Ireland Civil Service Pension Schemes including the payment of pensions and associated arrangements.	Objective achieved.
Construction and Procurement Delivery	14,486	14,492	(6)	77	Full cost recovery on chargeable services in relation to professional procurement services to the NICS and other public sector bodies.	Objective achieved.
Departmental Solicitor's Office - Advisory, Litigation Division and Commercial and Property Division	13,626	15,576	(1,950)	(3,199)	Full cost recovery on Advisory, Litigation and Commercial and Property services provided to NICS and other public sector bodies.	Objective achieved as DoF notional income for 2025-26 is £1,918k.
Digital, Security and Finance Shared Services - Digital Operations (DO)	1,538	1,538	-	(201)	To recover full costs associated with providing Enterprise Digital Development services.	Objective achieved.
Digital, Security and Finance – IT Assist	25,680	52,760	(27,080)	(27,141)	To recover the full costs associated with the delivery of the laptop/desktop service, server hosting and Internet Protocol Telephone (IPT) tariff provided to government departments and other public sector organisations. The deficit is recouped via notional charges.	Objective achieved. In 2025-26, the £27.1m deficit, although not hard charged, forms the notional charge from IT Assist to other business areas in DoF and other departments. Notional invoices are issued to other NICS departments. The receiving organisations recognise the notional charge, and no income is recognised by the Department.

Business Activity	2025-26			2024-25	Financial Objective	Commentary
	Income £000	Full Cost £000	Surplus/ (deficit) £000	Surplus/ (deficit) £000		
Employer Pension Services	6,233	6,224	9	93	To recover the full costs of providing pension services to current employees who are members of the Northern Ireland Civil Service Pension Schemes on behalf of their employers. Surplus/deficit managed by DoF baseline.	Objective achieved.
Land & Property Services – Client Services	2,725	3,515	(790)	471	To recover the full costs of services provided.	Objective not achieved. When considering the notional income relating to the parent Department (DoF) of £140k for 2025-26, the deficit is revised to £650k deficit. This is due to not enough income generated to recover full cost.
Land & Property Services – Land Parcel Identification System	1,913	1,913	-	(18)	To recover the full cost of special project mapping work provided on behalf of DAERA.	Objective achieved.
Land & Property Services – Land Registration	20,121	15,851	4,270	3,493	To recover the full costs of services in relation to land registers, registry of deeds and statutory charges registry.	Objective achieved. Main contribution factor of the surplus is Land Registration fees which are set by the Land Registry (Fees) Order (Northern Ireland) 2014 fees order. A review of Land Registration Costing Model is ongoing and a Fees Order Consultation was launched in February 2026.
Land & Property Services – Ordnance Survey	13,174	13,907	(733)	(964)	To recover the full cost of provision of mapping services.	Objective not achieved. When considering the notional income relating to the parent Department (DoF) of £897k - the deficit is reduced to £164k. This is due to income increasing, with actual full cost being less than forecasted mainly due to delay in filling vacancies.
Land & Property Services – Strategic Asset Management Unit	997	1,122	(125)	N/A	To recover the full cost of asset management services provided.	Objective achieved. When considering the notional income relating to the parent Department (DoF) of £125k for 2025-26, the deficit is revised to £nil deficit.

Business Activity	2025-26			2024-25	Financial Objective	Commentary
	Income £000	Full Cost £000	Surplus/ (deficit) £000	Surplus/ (deficit) £000		
NICSHR– HR Connect	13,610	16,882	(3,272)	(2,732)	To recover the full cost of the delivery of the HR Connect contract, apart from service management costs which are funded centrally through a baseline budget.	Objective achieved. The deficit reflects the cost of the work undertaken for the parent Department, DoF. The DoF costs cannot be hard charged. These costs were covered by DoF baseline funding.
NICS Internal Audit Services	4,402	5,259	(857)	(352)	Full cost recovery on Department Internal Audit Services.	Objective achieved. The deficit reflects the cost of the work undertaken for the parent Department (DoF) which is notionally charged plus the under-recovery of DoF corporate services overheads.
NI Direct contact centre	3,779	5,958	(2,179)	(2,242)	To recover the variable charges for delivery of the NI Direct contact centre contract. These are re-charged directly to NICS services using the contact centre. Core fixed charges of the contract are currently funded directly by DoF as a central Government shared service provision to enable whole of NICS access.	The objective to recover variable charges was achieved. Fixed contract charges continue to be funded centrally from DoF baseline funding. The deficit shown relates to that central funding element.
Northern Ireland Statistics and Research Agency	25,983	25,663	320	508	To recover the cost of activities in relation to the General Registry Office and NISRA statistics and out-posted statisticians, for which core funding is not provided by DoF.	Objective achieved.
Occupational Health Service	2,055	2,016	39	22	To recover the full costs associated with the management of NICS OHS and medical advisory services provided to the Departments, Driver and Vehicle Agency, HSC NI Pensions Scheme and Teachers Superannuation Scheme NI.	Objective achieved.
Properties Division - Recovery of accommodation costs	6,766	5,167	1,599	1,537	To recover the full costs of providing accommodation.	Objective achieved. The surplus income includes rent from owned buildings. This rent is charged to ALBs who occupy part of the NICS estate that could be utilised by Departments or could be sold.

Business Activity	2025-26			2024-25	Financial Objective	Commentary
	Income £000	Full Cost £000	Surplus/ (deficit) £000	Surplus/ (deficit) £000		
Strategic Policy and Reform - Business Consultancy Service	1,143	2,373	(1,230)	(587)	To recover the full cost of Consultancy services provided to NICS departments and other public sector bodies.	Objective not achieved. When considering the notional income relating to the parent Department (DoF) of £108k for 2025-26, the deficit is revised to £1,122k. This is due to Internal Consultancy Service moving to full cost recovery over a few years. Performance this year experienced reduced demand from customers due to budgetary constraints along with increased internal work for SPAR which is not hard or notionally charged.

iii. Remote Contingent Liabilities (Audited Information)**Contingent Liabilities requiring disclosure under Assembly Reporting Requirements and not under IAS 37**

In addition to contingent liabilities disclosed in the financial statements, the Department also reports liabilities for which the likelihood of a transfer of economic benefit in settlement is remote but are still in scope of IAS 37. As at 31 March 2026, the Department has the following remote contingent liabilities:

Professional Indemnity

The Department has entered 143 indemnities, but the possibility of these crystallising is considered to be too remote to require disclosure.

Legal Cases

The Department has identified 20 legal cases which includes 7 industrial tribunals, 5 compensation claims and 1 judicial review, however, it is too early to determine the outcome for each case, and the possibility of these crystallising is considered too remote to require disclosure.

This Accountability Report is approved and signed

Neil Gibson
Accounting Officer
Department of Finance
29 June 2026

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Opinion on financial statements

I certify that I have audited the financial statements of the Department of Finance and of its Departmental Group for the year ended 31 March 2026 under the Government Resources and Accounts Act (Northern Ireland) 2001. The Department comprises the core Department and its agency. The Departmental Group consists of the Department and the body designated for inclusion under the Government Resources and Accounts (Northern Ireland) 2001 (Estimates and Accounts) (Designation of Bodies) Order 2025. The financial statements comprise the Department's and the Departmental Group's:

- Statement of Financial Position as at 31 March 2026
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in their preparation of the Group financial statements is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the Statement of Outturn against Assembly Supply, and the related notes, and the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Department and the Departmental Group's affairs as at 31 March 2026 and of their net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001 and Department of Finance directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects:

- the Statement of Outturn against Assembly Supply properly presents the outturn against voted Assembly control totals for the year ended 31 March 2026 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of the Department and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Department and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Department or its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Department and its Group is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Department of Finance directions made under the Government Resources and Accounts Act (Northern Ireland) 2001

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Finance directions made under the Government Resources and Accounts Act (Northern Ireland) 2001; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In light of the knowledge and understanding of the Department and its Group and their environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with the applicable financial reporting framework; and
- assessing the Department and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Department and its Group will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Department and its Group through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Government Resources and Accounts Act (Northern Ireland) 2021;
- making enquiries of management and those charged with governance on the Department and its Group's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Department and its Group's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following area: posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- communicating with component auditors to request identification of any instances of non-compliance with laws and regulations that could give rise to a material misstatement of the group financial statements
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes,

- and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business; and
 - applying tailored risk factors to datasets of financial transactions and related records to identify potential anomalies and irregularities for detailed audit testing.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the Statement of Outturn against Assembly Supply properly presents the outturn against voted Assembly control totals and that those totals have not been exceeded. The voted Assembly control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget and Net Cash Requirement. I am also required to obtain evidence sufficient to give reasonable assurance that the income and expenditure recorded in the financial statements have been applied to the purposes intended by Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

3 July 2026

Financial Statements

FINANCIAL STATEMENTS

Consolidated Statement of Comprehensive Net Expenditure For the year ended 31 March 2026

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

		2025-26		2024-25	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Revenue from contracts with customers	4	(146,308)	(176,585)	(131,220)	(146,243)
Other operating income	4	(27,000)	(27,000)	(22,192)	(22,192)
Total operating income		(173,308)	(203,585)	(153,412)	(168,435)
Staff costs	3.3	214,612	215,690	191,712	192,724
Purchase of goods and services	3.3	120,824	150,989	111,584	126,662
Depreciation and impairment charges	3.3	65,053	65,192	63,549	63,683
Provision expense	3.3	946	1,249	198	471
Other operating expenditure	3.3	76,035	74,764	50,828	49,642
Total operating expenditure		477,470	507,884	417,871	433,182
Net operating expenditure		304,162	304,299	264,459	264,747
Finance expense	3.3	1,330	1,800	1,053	1,330
		1,330	1,800	1,053	1,330
Net expenditure for the year		305,492	306,099	265,512	266,077
Notional Audit Costs	3.4	471	471	442	442
Total Notional Costs		471	471	442	442
Net Expenditure for the year including notionals		305,963	306,570	265,954	266,519
Other comprehensive net expenditure					
Items that will not be reclassified to net operating expenditure:					
Net (gain)/loss on revaluation of property, plant and equipment	5	(31,356)	(31,356)	14,808	14,808
Net (gain)/loss on revaluation of intangible assets	6	(831)	(831)	(695)	(695)
Actuarial (gain)/loss on pension scheme liabilities		-	(330)	-	(854)
Comprehensive net expenditure for the year		273,776	274,053	280,067	279,778

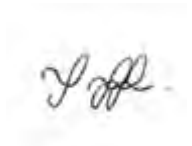
Notes 1 to 21 form part of these accounts.

Consolidated Statement of Financial Position As at 31 March 2026

This statement presents the financial position of the Department. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

		2025-2026		2024-2025	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Non-current assets					
Property, plant and equipment	5	334,768	335,013	340,121	340,351
Right-of-use assets	5, 6	47,101	47,101	56,120	56,120
Intangible assets	6	44,711	44,766	28,848	28,940
Trade and other receivables	11	366	9,938	2,398	13,583
Total non-current assets		426,946	436,818	427,487	438,994
Current assets					
Assets classified as held for sale	9	17,375	17,375	20,075	20,075
Trade and other receivables	11	88,343	114,585	68,762	88,234
Cash and cash equivalents	10	60,068	133,090	47,319	115,294
Total current assets		165,786	265,050	136,156	223,603
Total assets		592,732	701,868	563,643	662,597
Current liabilities					
Bank overdraft	10	(9,969)	(9,969)	(4,727)	(4,727)
Trade and other payables	12	(107,942)	(171,349)	(101,461)	(134,559)
Provisions	13	(2,594)	(2,594)	(2,820)	(2,820)
Total current liabilities		(120,505)	(183,912)	(109,008)	(142,106)
Total assets less current liabilities		472,227	517,956	454,635	520,491
Non-current liabilities					
Provisions	13	(6,456)	(6,456)	(6,855)	(6,855)
Provision – Pension Liability	13	-	(6,118)	-	(5,899)
Other payables	12	(40,998)	(86,427)	(45,446)	(110,974)
Total non-current liabilities		(47,454)	(99,001)	(52,301)	(123,728)
Total assets less total liabilities		424,773	418,955	402,334	396,763
Taxpayers' equity and other reserves					
General fund		302,088	296,270	295,982	290,411
Revaluation reserve		122,685	122,685	106,352	106,352
Total equity		424,773	418,955	402,334	396,763

Notes 1 to 21 form part of these accounts.



Neil Gibson
Accounting Officer
29 June 2026

Consolidated Statement of Cash Flows

For the year ended 31 March 2026

The Statement of Cash Flows shows the changes in cash and cash equivalents of the Department during the reporting period. The statement shows how the Department generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the Department. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the Departments' future public service delivery.

		2025-2026		2024-2025	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Cash flows from operating activities					
Net expenditure for the year including notionals		(305,963)	(306,570)	(265,954)	(266,519)
Adjustments for non-cash transactions		87,586	88,028	78,491	78,898
(Increase)/Decrease in trade and other receivables	11	(17,549)	(22,706)	583	12,396
<i>less movements in receivables relating to items not passing through the Consolidated Statement of Comprehensive Net Expenditure</i>		4,070	4,070	(488)	(488)
Increase/(Decrease) in trade and other payables	12	2,033	12,243	(13,745)	(21,201)
<i>less movements in payables relating to items not passing through the Consolidated Statement of Comprehensive Net Expenditure</i>	12	10,354	10,354	10,135	10,135
Adjustments for non-cash transactions SEUPB		-	(192)	-	38
Use of provisions	13	(1,572)	(1,656)	(391)	(527)
Net cash inflow/ (outflow) from operating activities		(221,041)	(216,429)	(191,369)	(187,268)
Cash flows from investing activities					
Purchase of property, plant and equipment	5	(13,840)	(13,405)	(15,591)	(15,123)
Less non-cash additions – IFRS 16		(552)	(552)	(650)	(650)
Purchase of intangible assets	6	(25,784)	(25,784)	(9,498)	(9,521)
Proceeds from disposal of non-current assets		7,954	7,954	6,663	6,663
Net cash inflow/(outflow) from investing activities		(32,222)	(31,787)	(19,076)	(18,631)
Cash flows from financing activities					
From the Consolidated Fund (Supply) – current year		269,829	269,829	223,902	223,902
From the Consolidated Fund (Supply) – prior year		2,808	2,808	3,296	3,296
Capital element of payments in respect of leases and on-balance sheet (SoFP) PFI contracts		(10,528)	(10,528)	(11,320)	(11,320)
Net financing		262,109	262,109	215,878	215,878
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund		8,846	13,893	5,433	9,979
Payments of amounts due to the Consolidated Fund		(1,339)	(1,339)	(1,781)	(1,781)

		2025-2026		2024-2025	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for payments to the Consolidated Fund		7,507	12,554	3,652	8,198
Cash and cash equivalents at the beginning of the period	10	42,592	110,567	38,940	102,369
Cash and cash equivalents at the end of the period	10	50,099	123,121	42,592	110,567

Notes 1 to 21 form part of these accounts.

Consolidated Statement of Changes in Taxpayers' Equity For the year ended 31 March 2026

This statement shows the movement in the year on the different reserves held by the Department, analysed into 'general fund reserves' (i.e. those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of a department, to the extent that the total is not represented by other reserves and financing items.

	Note	General Fund £000	Revaluation Reserve £000	Taxpayers' Equity £000
Balance at 31 March 2024		303,958	132,736	436,694
Opening balance adjustment		-	-	-
Net Assembly Funding – drawdown		227,198	-	227,198
Net Assembly Funding – deemed		(3,296)	-	(3,296)
Net Assembly Funding – prior year excess		-	-	-
Supply receivable/(payable) adjustment	11	2,808	-	2,808
Amounts repayable to the Consolidated Fund	12	(1,333)	-	(1,333)
Comprehensive net expenditure for the year	CSocNE	(266,519)	(14,113)	(280,632)
Auditors' remuneration	3.4	442	-	442
Actuarial (gain)/loss		854	-	854
Other non-cash charges – benefit grant expenditure	3.2	13,674	-	13,674
Other reserves movements including transfers		12,271	(12,271)	-
SEUPB reserves		354	-	354
Balance at 31 March 2025		290,411	106,352	396,763
Opening balance adjustment		-	-	-
Net Assembly Funding – drawdown		272,637	-	272,637
Net Assembly Funding – deemed		(2,808)	-	(2,808)
Net Assembly Funding – prior year excess		-	-	-
Supply receivable/(payable) adjustment	11	6,878	-	6,878
Amounts repayable to the Consolidated Fund	12	(732)	-	(732)
Comprehensive net expenditure for the year	CSocNE	(306,570)	32,187	(274,383)
Auditors' remuneration	3.4	471	-	471
Actuarial (gain)/loss		330	-	330
Other non-cash charges – benefit grant expenditure	3.2	19,769	-	19,769
Other reserves movements including transfers		15,854	(15,854)	-
SEUPB reserves		30	-	30
Balance at 31 March 2026		296,270	122,685	418,955

Notes 1 to 21 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2025-26 *Government Financial Reporting Manual (FReM)* issued by the Department of Finance. The accounting policies contained in the *FReM* apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the *FReM* permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Department of Finance Group for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Group are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

In addition to the primary statements prepared under IFRS, the *FReM* also requires the Group to prepare one additional primary statement. The *Statement of Outturn against Assembly Supply* and supporting notes show outturn against Estimate in terms of the net resource requirement and the net cash requirement.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of property, plant and equipment, intangible assets and certain financial assets and liabilities.

1.2 Basis of Consolidation

These accounts comprise a consolidation of the core Department, its Departmental agency and a North/South body listed in note 20 (SEUPB), which fall within the Departmental boundary as defined in the *FReM* and make up the 'Departmental Group'. Transactions between entities included in the consolidated accounts are eliminated. The consolidated bodies prepare accounts in accordance with either the *FReM* or North/South Body Guidance. For those bodies that do not prepare accounts in accordance with the *FReM*, adjustments are made at consolidation, if necessary, where differences would have a significant effect on the accounts.

SEUPB

As permitted by IFRS 10 Consolidated Financial Statements, the results and the financial position of SEUPB have been consolidated as of 31 December 2025, which is within three months of the Group's year-end. There have been no material transactions requiring adjustment to the Group accounts between 31 December 2025 and 31 March 2026. SEUPB is an immaterial component of the DoF Group and has been consolidated in line with DoF Guidance. The proportion of the body's annual accounts to be consolidated into the Department's accounts is determined by the relevant funding ratio. For SEUPB this is 53%.

1.3 Property, Plant and Equipment

Property, plant and equipment comprises land, dwellings, information technology, plant and machinery, furniture and fittings, antiques and assets under construction.

The minimum level for capitalisation of property, plant and equipment is £1,000, except for IT equipment, which is capitalised if expenditure is over £500 and telecoms equipment, which has

a capitalisation threshold of £5,000. Where material, assets have been grouped so as to reflect property, plant and equipment holdings more accurately. Capitalisation only occurs if the asset has an expected useful economic life of more than one year.

On initial recognition, property, plant and equipment and intangible assets are measured at cost including any costs, such as installation, directly attributable to bringing them into working condition. Assets classified as “under construction” are recognised in the Statement of Financial Position to the extent that money has been paid, or a liability has been incurred.

Except for Assets Under Construction, all property, plant and equipment are carried at fair value.

Land and Buildings

Land and Buildings are carried at the last professional valuation, in accordance with the Appraisal and Valuation Manual produced jointly by the Royal Institute of Chartered Surveyors (RICS), the Incorporated Society of Valuers and Auctioneers (ISVA) and the Institute of Revenues Rating and Valuation (IRRV). Professional revaluations of land and buildings are undertaken every five years. A full professional valuation of land and buildings was undertaken by Land and Property Services (LPS) as at 1 April 2025. In addition, such assets are revalued annually, between professional valuations, using indices published by LPS, a directorate within DoF. Properties are valued based on open market value existing use, unless they are specialised, in which case they are valued on the basis of depreciated replacement cost.

No interim valuation is performed. The current policy is to revalue annually those properties that have undergone significant works, or where a new property has been brought into use.

Antiques and Artwork

Professional valuations of antiques and artwork are undertaken every 4 years. The Head of Art at National Museums Northern Ireland, undertook the most recent valuation as of 1 April 2024. Antiques and artwork are not subject to annual indexation.

Except for the above and items under construction, fair value is estimated by restating the value annually by reference to indices compiled by the Office of National Statistics (ONS). The indexation calculation reflects the annual movement in indices from December to December.

Indexation of Non-Property Assets

The Department uses Producer Price Indices (PPI) published by the Office for National Statistics (ONS) to apply indexation to the value of non-property assets at year-end. In line with previous years, the December 2025 indices have been applied in 2025-26. In March 2025, ONS paused publication to review an issue with the chain-linking methodology affecting historical data from 2008 onwards. ONS recommenced publication of the indices in October 2025, including revised historical series. In accordance with IAS 8 the fair value of assets is an accounting estimate and retrospective restatements are not required for changes in accounting estimates. As such, no adjustments have been made to the prior-year comparative figures as a result of the changes to PPI, but the updated indices have been applied in determining the asset values for the current year-end.

1.4 Intangible Assets

Databases, internally developed software and associated licenses costing greater than £500 and purchased software and associated licences costing greater than £1,000, are capitalised under intangible assets. Licences are amortised over the shorter of the term of the licence and

the useful economic life. All intangible assets are carried at fair value. Licences are revalued annually using indices provided by the Office for National Statistics (ONS).

1.5 Depreciation and Amortisation

Property, plant and equipment and intangible assets are depreciated/amortised at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Depreciation/amortisation is charged in the month of acquisition.

No depreciation is provided on freehold land and antique/artwork collections since they have unlimited or very long-established useful lives. Items under construction are not depreciated until they are commissioned. Capital expenditure on leasehold improvements is depreciated over the remaining term of the lease.

Estimated useful lives are in the following ranges:

Buildings	1-60 years
Motor vehicles	3-10 years
Information Technology (including intangible assets)	3-12 years
Plant and machinery	3-30 years
Furniture and fittings	up to 10 years

The overall useful life of the Department's buildings takes account of the fact that different components of those buildings have different useful lives. This ensures that depreciation is charged on these assets at the same rate as if separate components had been identified and depreciated at different rates.

1.6 Assets Classified as Held for Sale

Assets are classified as held for sale if their carrying amount will be recovered through sale rather than continuing use. This condition is regarded as met only when the sale is highly probable, and the asset is available for immediate sale in its present condition. Management must be committed to the sale, and it should be expected to be completed within one year from the date of classification.

Assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Depreciation is not charged once an asset has been classified as held for sale.

1.7 Donated Assets

The Department has several donated assets, including antiques within the Government Art Collection. Donated assets are capitalised at their current value on receipt, and this value is recognised as income. Donated assets are revalued, depreciated (excluding antiques) and subject to impairment review in the same way as other non-current assets.

The Department is not aware of any conditions or restrictions having been imposed by the donors of the artwork.

1.8 Commitments under Private Finance Initiative (PFI) and other Service Concession Arrangements

The *FReM* requires that service concession arrangements should be accounted for in accordance with IFRIC 12 where the government body controls the use of the asset and the residual interest in the asset at the end of the arrangement. The Department therefore recognises assets that fall within this definition as non-current assets together with a liability to pay for them. The services received under the contract are recorded as operating expenses.

1.9 Operating Income

Operating income is income which relates directly to the operating activities of the Department. It principally comprises fees and charges for services provided on a full cost basis to other public bodies and citizens.

The Department implements IFRS 15 *Revenue from Contracts with Customers*. The Department has Service Level Agreements with a wide range of public sector organisations. These contracts enable the Department to impose a charge on the customer and the requirement for the customer undertaking the relevant activities to be liable to pay the charge. The Service Level Agreement provides the enforceability on both parties. The income from these activities is effectively revenue from contracts with customers for services provided to the NI Departments, Public Bodies and UK Departments and Public Bodies and external customers. Note 5 shows the income by customer for each Business Group.

The timing and amount of the levy due from the customer is set out in the Service Level Agreement. The customer is invoiced, and the revenue recognised on completion of the services. It is probable that the Department will collect the consideration to which it is entitled. Any amounts due at the year-end but not yet invoiced to the customer are included as accrued income in the financial statements.

Services that are statutory in nature and provided to members of the public are usually paid for in advance of the service being provided or when the service is provided.

The income generated in pursuit of these activities or as part of managing the Department's affairs is Operating Income in the Statement of Comprehensive Net Expenditure.

Operating Income includes both income classified as Accruing Resources and income due to the Consolidated Fund, which in accordance with *FReM*, is treated as operating income. Operating income is stated net of VAT.

1.10 Administration and Programme Expenditure

The Statement of Comprehensive Net Expenditure is analysed between administration and programme income and expenditure. The classification of expenditure and income as administration or as programme follows the definition of administration costs under the administrative cost control regime set by the Department of Finance.

1.11 Foreign Exchange

Transactions that are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction. At the end of the reporting period monetary items are translated at the closing rate applicable at the period end date.

1.12 Grants Payable

Grants payable are recorded as expenditure in the period that the underlying event or activity giving entitlement to the grant occurs. Grants relating to activity occurring over a specific time period, usually a financial year, are recorded as expenditure for that period.

1.13 Employee Benefits including Pensions

Under the requirements of IAS 19 *Employee Benefits*, staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave that has been earned at the year end.

Past and present employees are covered by the provisions of the Northern Ireland Civil Service (NICS) Pension Schemes. The defined benefit schemes are unfunded. The Department recognises the expected cost of pension provision on a systematic and rational basis over the period during which it benefits from employees' services by payment to the NICS Pension Schemes of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the NICS Pension Schemes. In respect of the defined contribution schemes, the Department recognises the contributions payable for the year.

The Department is required to meet the additional cost of benefits beyond the normal NICS Pension Schemes benefits in respect of employees who retire early or who qualify for Injury Benefits. The Department provides in full for the cost of the early retirement once it has been agreed and annually expenses the costs of Injury Benefit awards.

SEUPB has its own separate pension scheme from the Department. SEUPB operates a defined benefit pension scheme which is funded annually on a 'pay as you go' basis from monies available to it, including monies provided by DoF and DPER in Ireland. Funding is also provided by way of deductions from staff salaries, which are repaid by the SEUPB to DoF and DPER. Pension Scheme liabilities are measured on an actuarial basis using the projected unit method. More information about the North/South body's pension schemes can be found in the accounts of the SEUPB.

1.14 Provisions

The Department provides for legal or constructive obligations which are of uncertain timing or amount at the reporting date based on the best estimate of the expenditure required to settle the obligation. These relate to early departure charges, potential legal actions and provision for liabilities in respect of contracts. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the real rate set by HM Treasury.

1.15 Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, the Department discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of *Managing Public Money Northern Ireland (MPMNI)*.

These comprise:

- a. Items over £250,000 (or lower, where required by specific statute) that do not arise in the normal course of business, and which are reported to the Assembly by Departmental Minute prior to the Department entering into the arrangement; *and*
- b. All items (whether they arise in the normal course of business) over £250,000 (or lower, where required by specific statute or where material in the context of resource accounts) which are required by the *FReM* to be noted in the resource accounts.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

1.16 Value Added Tax (VAT)

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. VAT is recoverable on a Departmental basis.

1.17 Financial Instruments

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

A financial instrument is recognised when, and only when, the entity becomes a party to the contractual provisions of the instrument. A previously recognised financial asset is derecognised when, and only when, either the contractual rights to the cash flows from that asset expire, or the entity transfers the asset such that the transfer qualified for de-recognition. A financial liability is derecognised when, and only when, it is extinguished.

The Department has financial instruments in the form of trade receivables and payables and cash and cash equivalents.

In accordance with IFRS 9 *Financial Instruments – Classification and Measurement*, financial assets in the form of trade receivables, cash and cash equivalents and other receivables are measured at amortised cost.

The Department impairs its trade receivables by making loss allowances equal to the lifetime expected credit losses if the credit risk on the trade receivables has increased significantly since its initial recognition.

Impairment losses are assessed individually for financial assets that are individually significant and individually or collectively for assets that are not individually significant. In making collective assessment of impairment, financial assets are grouped into portfolios based on similar risk characteristics. Future cash flows from these portfolios are estimated based on the contractual cash flows and historical loss experience for assets with similar risk characteristics.

Impairment losses are recognised in the Statement of Comprehensive Net Expenditure and the carrying amount of the financial asset or group of financial assets reduced by establishing an allowance for impairment losses. If in a subsequent period the amount of the impairment loss reduces and the reduction can be ascribed to an event after the impairment was recognised, the previously recognised loss is reversed by adjusting the allowance.

When a financial asset is deemed unrecoverable the amount of the asset is reduced directly, and the impairment loss is recognised in the Statement of Comprehensive Net Expenditure to the extent that a provision was not previously recognised. Financial liabilities are measured at amortised cost.

1.18 Insurance

Only insurance costs in respect of motor vehicles are charged to the Statement of Comprehensive Net Expenditure.

Departments do not generally insure. Cover for insurance is not provided against the following: fire, explosion, common-law third party and similar risks. Notional insurance premiums are not charged to the Statement of Comprehensive Net Expenditure. Instead, expenditure in connection with uninsured risks is charged as incurred.

1.19 Notional Charges

Notional charges are non-cash transactions. Notional charges, in respect of services received from other Government departments and agencies and audit costs, are included in the Consolidated Statement of Comprehensive Net Expenditure to reflect the full economic cost of services.

1.20 Shared Services Arrangements

The Department provides a range of shared services to the NICS and wider public sector. This includes the delivery of IT, finance, human resources, and the provision of office accommodation services. The Department accounts for shared services in accordance with FReM and Managing Public Money:

- Expenses incurred for shared services are recognised in the Statement of Comprehensive Net Expenditure as operating costs when the services are received.
- Capital Assets used in providing shared services are held on the Department's Statement of Financial Position, which includes Buildings and IT equipment.
- Charges include both operating and capital cost components. Charges are calculated using a consistent methodology for each specific service which is in line with the fees and charges guidance.
- Notional charges are applied to the provision of some shared services i.e. provision of accommodation and IT equipment. The receiving organisation recognises the notional charge and no income is recognised by the providing department.

The details of fees and charges in relation to the shared services are disclosed in the Accountability Report. To detail the full cost of activities, departments must include in their accounts notional costs as well as those actually incurred.

1.21 Comparatives

Comparative figures are shown for those items listed in the primary schedules and associated notes, in compliance with the disclosure requirements of *FReM* unless otherwise stated.

1.22 Exceptional Items

In accordance with *FReM*, disclosure of exceptional items is included under either administration or programme expenditure as appropriate. There were £NIL exceptional items in 2025-26 (2024-25: £NIL).

1.23 Government Grants Receivable

Grants receivable for revenue purposes are recognised in the Statement of Comprehensive Net Expenditure so as to match them with the expenditure towards which they are intended to contribute.

Grants received as a contribution towards a non-current asset are recognised as income and taken through the Statement of Comprehensive Net Expenditure, unless the funder imposes a condition requiring that the future economic benefits embodied in the grant are consumed as specified by the grantor or must be returned to them. Assets funded by government grant are revalued, depreciated and subject to impairment review in the same way as other non-current assets.

SEUPB operates a central payments unit which was established to make payment to projects funded under relevant EU Programmes on behalf of Accountable Government Departments in Northern Ireland and Ireland. For the INTERREG and PEACE programmes, payment made to projects (as adjusted for accruals and unearned advances) and income is shown within the SoCNE. More information about the central payments unit can be found in the accounts of the SEUPB.

1.24 Critical Accounting Estimates and Key Judgements

As a result of the uncertainties inherent in all business activities, many items in financial statements cannot be measured with precision but can only be estimated. Where estimates have been required in order to prepare these financial statements in conformity with *FReM*, management have used judgements based on the latest available, reliable information. Management continually review estimates to take account of any changes in the circumstances on which the estimate was based or as a result of new information or more experience.

1.25 Third Party Assets

Third-party assets are assets for which the Department acts as custodian or trustee, but in which the Department has no direct beneficial interest. Third-party assets are not public assets and hence are not recorded in the primary financial statements. In the interests of general disclosure and transparency, details of the Departments third-party assets are provided in Note 19.

1.26 IFRS 16 Leases

IFRS 16 Leases has been implemented from 1 April 2022. It largely removes the distinction between operating and finance leases and introduces a single lease accounting model. A lessee is required to recognise ('right-of-use') assets and liabilities for all leases (apart from the exemptions listed below). This replaces the previous standard, IAS 17 Leases, representing a change in accounting policy applied in accordance with IAS 1 and IAS 8 as adapted by the *FReM*.

Implementation and Assumptions

The Department has expanded the definition of a lease to include arrangements with nil consideration, for example peppercorn leases, defined as lease payments significantly below market value. These assets are measured at current value in use or fair value on initial recognition. On transition, any differences between the discounted lease liability and the right of use asset are included through cumulative catch. Any differences between the lease liability and right of use asset for new leases after implementation of IFRS 16 are recorded in income in the SoCNE.

The Department has elected not to recognise right of use assets and lease liabilities for the following leases:

- low value assets, with an assessment performed on the underlying asset when new (these are determined to be in line with capitalisation thresholds); and
- leases with a lease term of 12 months or less.

Policy Applicable from 1 April 2022

At inception of a contract, the Department assesses whether a contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time. To assess whether a contract conveys the right to control the use of an identified asset, the Department assesses whether:

- the contract involves the use of an identified asset;
- the Department has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use; and
- the Department has the right to direct how and for what purpose the asset is used for.

The policy is applied to contracts entered into, or changed, on or after 1 April 2022.

Departmental Group as a Lessee

The Department's lease contracts comprise of operational land and buildings, information technology relating to a PFI arrangement for the design, implementation and management of the IT infrastructure for land registration systems and plant and machinery which includes motor vehicles and an aircraft.

Right of Use Assets

The Department recognises a right of use asset and lease liability at the commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for initial direct costs, prepayments or incentives and costs related to restoration at the end of a lease. The right of use assets are subsequently measured at either fair value or current value in existing use in line with property, plant and equipment assets. The cost measurement model in IFRS 16 is used as an appropriate proxy for current value in existing use or fair value for the majority of leases (consistent with the principles for subsequent measurement of property, plant and equipment) except for those which meet one of the following:

- a longer-term lease that has no provisions to update lease payments for market conditions or if there is a significant period of time between those updates; and
- the fair value or current value in existing use of the underlying asset is likely to fluctuate significantly due to changes in market prices.

The right of use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The

estimated useful lives of the right of use assets are determined on the same basis of those of property, plant and equipment assets.

The Department applies IAS 36 Impairment of Assets to determine whether the right of use asset is impaired and to account for any impairment loss identified.

Lease Liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that cannot be readily determined, the rate provided by HM Treasury (5.32% for leases recognised in 2026, 4.81% for those in 2025). The lease payment is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in the index or rate, if there is a change in the Department's estimates of the amount expected to be payable under a residual value guarantee, or if the Department changes its assessment of whether it will exercise a purchase, extension or termination option.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Department is reasonably certain to exercise; and
- penalties for early termination of a lease unless the Department is reasonably certain not to terminate early.

At the commencement of a lease (or on the date of transition to IFRS 16, if later), the Department recognises a right of use asset and a lease liability.

Dilapidations Provisions

IFRS 16 requires dilapidation provisions to be capitalised as part of the cost of the right-of-use asset (IFRS 16, 24(d)). These dilapidation provisions are treated as provisions in respect of capital expenditure for budgeting purposes, consistent with normal Consolidated Budgeting Guidance (CBG) principles (see guidance on capitalised provisions in CBG Chapter 6). Appendix G clarifies this treatment.

Departmental Group as Lessor

Where the Department acts as a lessor, the arrangement will be assessed to determine whether it constitutes a finance lease, this being where the risks and rewards incidental to ownership of an underlying asset are substantially transferred to the lessee. For these leases the asset is derecognised, and a receivable is recognised, with accrued interest being treated as income over its life. All other leases are treated as operating leases and rental income is recognised in the SoCNE on a straight-line basis.

1.27 Impending Application of Newly Issued Accounting Standards not yet Effective

The Department has reviewed new standards, interpretations and amendments to existing standards which have been issued but are either not yet effective, nor adopted early for these accounts. The standards are mandatory for the Department's accounting periods beginning on or after 1 April 2025 or later periods.

Other than as outlined below, the Department considers that these standards are not relevant or material to its operations.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS 18 on the Public Sector is still being assessed, and a decision has not yet been taken on an implementation date.

IFRS 19 Subsidiaries without Public Accountability

IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with reduced disclosure requirements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS 19 on the Public Sector is still being assessed, and a decision has not yet been taken on an implementation date.

2 Statement of Operating Expenditure by Operating Segment

			2025-26		2024-25	
	Gross expenditure £000	Income £000	Net expenditure £000	Gross expenditure £000	Income £000	Net expenditure £000
Communications and Engagement Division (CAED)	2,156	-	2,156	2,136	-	2,136
Construction and Procurement Delivery (CPD)	98,152	(21,413)	76,739	90,922	(20,228)	70,694
Corporate Services Division (CSD)	1,125	-	1,125	831	-	831
Departmental Solicitor's Office (DSO)	16,450	(13,633)	2,817	12,156	(7,024)	5,132
Digital, Security and Finance (DSF)	98,052	(31,638)	66,414	89,314	(28,958)	60,356
Finance Division (FD)	3,612	(237)	3,375	3,259	(223)	3,036
Land and Property Services (LPS)	130,033	(38,930)	91,103	108,896	(36,855)	72,041
NICS Internal Audit Services (NICS IAS)	4,789	(4,402)	387	4,524	(4,170)	354
NICS Human Resources (NICS HR)	47,747	(25,740)	22,007	45,901	(24,066)	21,835
Northern Ireland Statistics & Research Agency (NISRA)	43,287	(25,983)	17,304	35,605	(22,662)	12,943
People & Organisational Development (People & OD)	6,023	(41)	5,982	4,363	(57)	4,306
Public Spending Group (PSG)	3,854	(22)	3,832	3,824	(18)	3,806
Special EU Programmes Body (SEUPB)	32,124	(30,277)	1,847	16,730	(15,023)	1,707
Strategic Policy and Reform Directorate (SPAR)	7,568	(1,654)	5,914	6,951	(1,995)	4,956
Centrally Managed	3,231	(1,070)	2,161	1,499	(1,708)	(209)
EU Programmes	10,665	(8,545)	2,120	6,859	(5,448)	1,411
Other Bodies - International Fund for Ireland (IFI)	770	-	770	742	-	742

	2025-26			2024-25		
	Gross expenditure	Income	Net expenditure	Gross expenditure	Income	Net expenditure
	£000	£000	£000	£000	£000	£000
Other Bodies – Legal Services Oversight Commissioner (LSOC)	46	-	46	-	-	-
Total	509,684	(203,585)	306,099	434,512	(168,435)	266,077

Description of Segments

The reportable segments detailed above are those reported to the Departmental Board. The key roles and responsibilities of each segment can be found at Appendix 1.

2.1 Reconciliation between Operating Segments and CSoCNE

	2025-26	2024-25
	£000	£000
Total net expenditure reported for operating segments	306,099	266,077
Reconciling items:		
Notional costs	471	442
Total net expenditure including notionals per the Consolidated Statement of Comprehensive Net Expenditure	306,570	266,519

2.2 Reconciliation between Operating Segments and CSoFP

Total liabilities and net assets are required to be disclosed in reportable segments in financial statements where they are regularly reported to the Department Board. As total liabilities and net assets for reportable segments are not regularly reported to the DoF Board, disclosure is not required. This does not have a material impact on the Department’s financial statements.

3 Expenditure

3.1 Other Administration Expenditure

		2025-26		2024-25	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Staff costs*:					
Wages and salaries		86,313	86,963	77,803	78,433
Social security costs		11,281	11,379	8,326	8,384
Other pension costs		28,505	28,835	25,871	26,195
	3.3	<u>126,099</u>	<u>127,177</u>	<u>112,000</u>	<u>113,012</u>
Goods and services:					
Accommodation, maintenance and utilities		33,920	33,960	34,780	35,079
Accounting and information technology		65,769	66,060	53,377	53,381
Personnel and training costs		2,503	2,507	1,894	1,899
Printing, stationery and advertising		964	973	813	813
Travel, subsistence and hospitality		263	270	279	289
Legal costs		467	471	286	286
Other costs		1,792	1,794	1,619	1,633
EU grant expenditure		-	29,807	-	14,746
PFI and other service charges	16.2	-	-	4,213	4,213
Rentals under operating leases:		-	-	-	-
Other operating leases	15.3	136	136	82	82
Hire of plant and machinery		-	1	2	2
	3.3	<u>105,814</u>	<u>135,979</u>	<u>97,345</u>	<u>112,423</u>
Other expenditure:					
Banking and cash handling costs		5	5	5	5
Bad debts and bad debt provision		27	27	7	7
Exchange losses/(gains)		2	(29)	13	(31)
Losses and special payments		2,566	2,566	315	315
	3.3	<u>2,600</u>	<u>2,569</u>	<u>340</u>	<u>296</u>
Non-Cash Items:					
Other Expenditure:					
(Profit)/loss on disposal of property, plant and equipment	3.3	<u>480</u>	<u>480</u>	<u>11</u>	<u>11</u>
Depreciation and Impairment:					
Depreciation		35,609	35,711	34,301	34,398
Amortisation		4,366	4,403	7,902	7,939
Impairment		-	-	-	-
	3.3	<u>39,975</u>	<u>40,114</u>	<u>42,203</u>	<u>42,337</u>
Interest charges:					
Finance leases		446	446	506	506
Interest payable and similar charges		17	487	7	284
	3.3	<u>463</u>	<u>933</u>	<u>513</u>	<u>790</u>
Total	3.3	<u>275,431</u>	<u>307,252</u>	<u>252,412</u>	<u>268,869</u>

* Further analysis of staff costs is located in the Staff Report on page 66

3.2 Programme Expenditure

		2025-26		2024-25	
	Note	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Staff costs[†]:					
Wages and salaries		61,796	61,796	56,371	56,371
Social security costs		7,395	7,395	5,563	5,563
Other pension costs		19,322	19,322	17,778	17,778
	3.3	88,513	88,513	79,712	79,712
Goods and services:					
Accommodation, maintenance and utilities		2,890	2,890	2,535	2,535
Accounting and information technology		7,770	7,770	7,775	7,775
Personnel and training costs		3,663	3,663	3,333	3,333
Printing, stationery and advertising		207	207	167	167
Travel, subsistence and hospitality		286	286	297	297
Legal costs		93	93	58	58
Other costs		8	8	7	7
Other operating leases	15.3	-	-	-	-
Hire of plant and machinery		93	93	67	67
	3.3	15,010	15,010	14,239	14,239
Other Expenditure					
Grants:					
EU grant expenditure		8,544	8,544	5,448	5,448
Benefits grant expenditure		34,861	34,861	21,850	21,850
Other grant expenditure		3,562	2,322	2,728	1,586
Other expenditure:					
Registrar charges		3,376	3,376	2,948	2,948
Survey costs		559	559	564	564
Banking and cash handling costs		874	874	880	880
Bad debts and bad debt provision		640	640	778	778
Bad debts and bad debt provision – Small Business Top-up Grants		-	-	84	84
Bad debts and bad debt provision – LRS Scheme		583	583	1,275	1,275
Exchange losses/(gains)		35	35	52	52
Losses and special payments		4	4	193	193
	3.3	53,038	51,798	36,800	35,658
Non-Cash Items:					
Other Expenditure:					
(Profit)/loss on disposal of property, plant and equipment (non-cash)		148	148	-	-
Benefits grant expenditure (non-cash)		19,769	19,769	13,674	13,674
Capital grant (non-cash)		-	-	3	3
	3.3	19,917	19,917	13,677	13,677
Provision Expense:					
Increase/(decrease) in provisions		946	946	198	198
Borrowing costs on provisions		-	303	-	273
	3.3	946	1,249	198	471
Depreciation and Impairment:					
Depreciation		1,312	1,312	1,356	1,356
Amortisation		8,346	8,346	7,960	7,960

	Note	2025-26		2024-25	
		Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Impairment		15,420	15,420	12,030	12,030
	3.3	25,078	25,078	21,346	21,346
Interest Charges:					
Finance leases		273	273	108	108
Interest payable and similar charges		594	594	432	432
	3.3	867	867	540	540
Total	3.3	203,369	202,432	166,512	165,643

*Further analysis of staff costs is in the Staff Report on page 66

3.3 Reconciliation between Expenditure and SoCNE

	Other Administration Expenditure		Programme Expenditure		Total Expenditure	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
	2025-26					
Staff costs	126,099	127,177	88,513	88,513	214,612	215,690
Purchase of goods and services	105,814	135,979	15,010	15,010	120,824	150,989
Depreciation and impairment	39,975	40,114	25,078	25,078	65,053	65,192
Provision expense	-	-	946	1,249	946	1,249
Other expenditure	2,600	2,569	53,038	51,798	55,638	54,367
Other expenditure – non-cash	480	480	19,917	19,917	20,397	20,397
Total operating expenditure	274,968	306,319	202,502	201,565	477,470	507,884
Finance expenditure	463	933	867	867	1,330	1,800
Total expenditure for the year	275,431	307,252	203,369	202,432	478,800	509,684

	Other Administration Expenditure		Programme Expenditure		Total Expenditure	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
	2024-25					
Staff costs	112,000	113,012	79,712	79,712	191,712	192,724
Purchase of goods and services	97,345	112,423	14,239	14,239	111,584	126,662
Depreciation and impairment	42,203	42,337	21,346	21,346	63,549	63,683
Provision expense	-	-	198	471	198	471
Other expenditure	340	296	36,800	35,658	37,140	35,954
Other expenditure – non-cash	11	11	13,677	13,677	13,688	13,688
Total operating expenditure	251,899	268,079	165,972	165,103	417,871	433,182
Finance Expenditure	513	790	540	540	1,053	1,330
Total expenditure for the year	252,412	268,869	166,512	165,643	418,924	434,512

3.4 Notional Audit Costs

The non-cash auditors' remuneration for the year represents costs incurred by the Department for the Departmental group audit, and by the Agency for the audit of their individual accounts. Further details for the Agency can be found in its individual accounts.

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Notional Charges:				
Notional audit costs	471	471	442	442
	471	471	442	442

During 2025-26 the Department did not purchase any non-audit services from its auditor (2024-25: £NIL). In relation to the National Fraud Initiative, there was no cost incurred in 2025-26 (2024-25: £NIL).

4 Income

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Revenue from Contracts with Customers:				
Administration Income				
Sales and recharges	91,152	91,152	80,042	80,042
Grant Income – SEUPB	-	29,807	-	14,746
Other fees, levies and charges	7,261	7,731	6,352	6,629
	98,413	128,690	86,394	101,417
Programme Income				
Sales and recharges	27,774	27,774	24,833	24,833
Other fees, levies and charges	20,121	20,121	19,993	19,993
	47,895	47,895	44,826	44,826
Total revenue from contracts with customers	146,308	176,585	131,220	146,243
Other Operating Income:				
Administration Income				
Recovery of secondee costs	705	705	724	724
Other income	549	549	1,026	1,026
	1,254	1,254	1,750	1,750
Programme Income				
Recovery of secondee costs	17,022	17,022	14,529	14,529
EU grant income (current)	8,544	8,544	5,448	5,448
Other income	180	180	465	465
	25,746	25,746	20,442	20,442
Total other operating income	27,000	27,000	22,192	22,192
Total operating income	173,308	203,585	153,412	168,435
Of which:				

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Administration	99,667	129,944	88,144	103,167
Programme	73,641	73,641	65,268	65,268
	173,308	203,585	153,412	168,435
Of which:				
Agency	25,983	25,983	22,662	22,662
Core Department	147,325	177,602	130,750	145,773
	173,308	203,585	153,412	168,435

Disaggregation of revenue from contracts with customers per operating segments is as follows:

	2025-26				
	Income from NI Departments and Public Bodies	Income from UK Departments and Public Bodies	Income from External Customers	Core Department and Agency	Group
	£000	£000	£000	£000	£000
Construction and Procurement Delivery	20,663	516	147	21,326	21,326
Departmental Solicitor's Office	13,172	28	154	13,354	13,354
Digital, Security and Finance	29,886	1,144	609	31,639	31,639
Finance Division	237	-	-	237	237
Land and Property Services	13,212	2,232	22,809	38,253	38,253
NICS Human Resources	25,696	24	19	25,739	25,739
NICS Internal Audit Services	4,402	-	-	4,402	4,402
NI Statistics and Research Agency	3,848	3,051	2,742	9,641	9,641
People and Organisational Development	41	-	-	41	41
Public Spending Group	-	-	22	22	22
Strategic Policy and Reform	1,649	5	-	1,654	31,931
	112,806	7,000	26,502	146,308	176,585

	2024-25 Restated				
	Income from NI Departments and Public Bodies	Income from UK Departments and Public Bodies	Income from External Customers	Core Department and Agency	Group
	£000	£000	£000	£000	£000
Construction and Procurement Delivery	19,544	468	128	20,140	20,140
Departmental Solicitor's Office	6,653	99	13	6,765	6,765
Digital, Security and Finance	26,740	1,231	988	28,959	28,959
Finance Division	223	-	-	223	223
Land and Property Services	11,976	2,098	22,287	36,361	36,361
NICS Human Resources	24,032	20	15	24,067	24,067
NICS Internal Audit Services	4,170	-	-	4,170	4,170
NI Statistics and Research Agency	3,613	2,792	2,060	8,465	8,465
People and Organisational Development	57	-	-	57	57
Public Spending Group	-	-	18	18	18
Strategic Policy and Reform	1,995	-	-	1,995	17,018
	99,003	6,708	25,509	131,220	146,243

5 Property, Plant and Equipment

Consolidated	Land £000	Buildings £000	Dwellings £000	Information Technology £000	Plant & Machinery £000	Furniture & Fittings £000	Antiques £000	Assets under Construction £000	2025-26 Total £000
Cost or valuation									
At 1 April 2025	84,627	409,204	391	92,287	6,817	27,848	2,654	9,317	633,145
Additions	-	914	-	9,861	448	29	-	3,172	14,424
Lease Reassessments/Modifications	-	269	-	-	284	-	-	-	553
Disposals	(3,563)	(1,256)	-	(4,870)	(1,615)	(63)	(12)	(24)	(11,403)
Impairments	1,027	(25,014)	-	71	-	(1)	(1)	(126)	(24,042)
Transfers	(4,685)	(10,650)	-	-	-	-	-	-	(15,335)
Transfers (Inter-Organisational)	-	-	-	-	-	-	-	-	-
Reclassifications	-	13,410	-	6	-	-	-	(4,657)	8,759
Revaluations	1,892	(19,880)	48	599	120	1,031	271	-	(15,919)
At 31 March 2026	79,298	366,997	439	97,954	6,054	28,844	2,914	7,682	590,182
Depreciation									
At 1 April 2025	-	155,340	119	67,134	5,068	17,037	10	-	244,708
Charged in year	-	24,173	30	9,798	716	2,304	2	-	37,023
Disposals	-	(4,455)	-	(4,810)	(1,611)	(15)	-	-	(10,891)
Impairments	-	(8,703)	-	31	-	-	-	-	(8,672)
Reclassifications and transfers	-	(460)	-	2	-	-	-	-	(458)
Revaluations	-	(48,976)	(38)	271	67	581	-	-	(48,095)
At 31 March 2026	-	116,919	111	72,426	4,240	19,907	12	-	213,615
Carrying amount at 31 March 2026	79,298	250,078	328	25,528	1,814	8,937	2,902	7,682	376,567
Carrying amount at 31 March 2025	84,627	253,864	272	25,153	1,749	10,811	2,644	9,317	388,437
Asset financing:									
Owned	70,610	203,617	328	25,528	1,527	8,937	2,823	7,682	321,052
EU Grant Funded	-	9,405	-	-	-	-	-	-	9,405
Right-of-use	8,688	35,349	-	-	287	-	-	-	44,324
Donated	-	1,707	-	-	-	-	79	-	1,786
Carrying amount at 31 March 2026	79,298	250,078	328	25,528	1,814	8,937	2,902	7,682	376,567
Of the total:									
Department	79,298	250,078	328	25,029	1,779	8,882	2,902	7,682	375,978
Agency	-	-	-	295	3	46	-	-	344
Other designated bodies - SEUPB	-	-	-	204	32	9	-	-	245
Carrying amount at 31 March 2026	79,298	250,078	328	25,528	1,814	8,937	2,902	7,682	376,567

Property, Plant and Equipment (continued)

Consolidated	Land £000	Buildings £000	Dwellings £000	Information Technology £000	Plant & Machinery £000	Furniture & Fittings £000	Antiques £000	Assets under Construction £000	2024-25 Total £000
Cost or valuation									
At 1 April 2024	86,932	432,953	383	83,459	6,469	25,162	2,655	14,465	652,478
Additions	-	-	-	10,295	347	310	-	5,353	16,305
Lease Reassessments/Modifications	-	(1,548)	-	-	-	-	-	-	(1,548)
Disposals	-	-	-	(1,958)	(43)	-	(1)	-	(2,002)
Impairments	-	(13,319)	-	66	-	-	-	-	(13,253)
Transfers	(2,305)	415	-	-	-	-	-	-	(1,890)
Transfers (Inter-Organisational)	-	-	-	(10)	-	-	-	-	(10)
Reclassifications	-	9,936	-	1	-	132	-	(10,501)	(432)
Revaluations	-	(19,233)	8	434	44	2,244	-	-	(16,503)
At 31 March 2025	84,627	409,204	391	92,287	6,817	27,848	2,654	9,317	633,145
Depreciation									
At 1 April 2024	-	137,427	97	58,516	4,373	13,395	8	-	213,816
Charged in year	-	22,178	20	10,397	701	2,456	2	-	35,754
Disposals	-	-	-	(1,956)	(29)	-	-	-	(1,985)
Impairments	-	(1,189)	-	14	-	-	-	-	(1,175)
Reclassifications and transfers	-	-	-	(7)	-	-	-	-	(7)
Revaluations	-	(3,076)	2	170	23	1,186	-	-	(1,695)
At 31 March 2025	-	155,340	119	67,134	5,068	17,037	10	-	244,708
Carrying amount at 31 March 2025	84,627	253,864	272	25,153	1,749	10,811	2,644	9,317	388,437
Carrying amount at 31 March 2024	86,932	295,526	286	24,943	2,096	11,767	2,647	14,465	438,662
Asset financing:									
Owned	75,939	201,679	272	25,153	1,598	10,811	2,567	9,317	327,336
EU Grant Funded	-	8,115	-	-	-	-	-	-	8,115
Right-of-use	8,688	42,745	-	-	151	-	-	-	51,584
Donated	-	1,325	-	-	-	-	77	-	1,402
Carrying amount at 31 March 2025	84,627	253,864	272	25,153	1,749	10,811	2,644	9,317	388,437
Of the total:									
Department	84,627	253,864	272	24,807	1,712	10,743	2,644	9,317	387,986
Agency	-	-	-	161	4	56	-	-	221
Other designated bodies - SEUPB	-	-	-	185	33	12	-	-	230
Carrying amount at 31 March 2025	84,627	253,864	272	25,153	1,749	10,811	2,644	9,317	388,437

6 Intangible Assets

Intangible assets comprise internally developed software and databases, purchased software and software licences for the Department and its agency consolidated into these statements.

Consolidated	2025-26			
	Information Technology (Intangible) £000	Software Licences £000	Intangible Assets under Construction £000	Total £000
Cost or valuation				
At 1 April 2025	243,833	10,746	2,965	257,544
Additions	21,743	812	2,824	25,379
Disposals	(8,189)	(342)	(31)	(8,562)
Lease reassessments/modifications	-	-	-	-
Impairments	-	-	-	-
Reclassifications and transfers	-	(4)	-	(4)
Revaluations	-	-	-	-
At 31 March 2026	257,387	11,212	5,758	274,357
Amortisation				
At 1 April 2025	211,561	9,009	-	220,570
Charged in year	11,641	1,108	-	12,749
Disposals	(8,118)	(324)	-	(8,442)
Impairment	-	-	-	-
Reclassifications and transfers	-	(2)	-	(2)
Revaluations	(831)	-	-	(831)
At 31 March 2026	214,253	9,791	-	224,044
Carrying amount at 31 March 2026	43,134	1,421	5,758	50,313
Carrying amount at 31 March 2025	32,272	1,737	2,965	36,974
Asset financing:				
Owned	37,586	1,421	5,758	44,765
UK Grant Funded	1	-	-	1
Right-of-use	5,547	-	-	5,547
Carrying amount at 31 March 2026	43,134	1,421	5,758	50,313
Of the total				
Department	35,996	1,324	5,758	43,078
Agency	7,083	97	-	7,180
Other designated bodies – SEUPB	55	-	-	55
Carrying amount at 31 March 2026	43,134	1,421	5,758	50,313

The amortisation charged during the accounting period in respect of assets held under finance leases was £3,318k (2024-25: £4,319k).

Intangible Assets (continued)

Consolidated	Information Technology (Intangible) £000	Software Licences £000	Intangible Assets under Construction £000	2024-25 Restated*
				Total £000
Cost or valuation				
At 1 April 2024	229,623	10,206	1,458	241,287
Additions	8,212	289	1,507	10,008
Disposals	(15)	-	-	(15)
Lease reassessments/modifications	2,198	-	-	2,198
Impairments	(2)	-	-	(2)
Reclassifications and transfers	388	44	-	432
Revaluations	3,429	207	-	3,636
At 31 March 2025	243,833	10,746	2,965	257,544
Amortisation				
At 1 April 2024	194,072	7,711	-	201,783
Charged in year	14,758	1,141	-	15,899
Disposals	(3)	-	-	(3)
Impairment	(50)	-	-	(50)
Reclassifications and transfers	(9)	9	-	-
Revaluations	2,793	148	-	2,941
At 31 March 2025	211,561	9,009	-	220,570
Carrying amount at 31 March 2025	32,272	1,737	2,965	36,974
Carrying amount at 31 March 2024	35,551	2,495	1,458	39,504
Asset financing:				
Owned	24,237	1,737	2,965	28,939
UK Grant Funded	1	-	-	1
Right-of-use	8,034	-	-	8,034
Carrying amount at 31 March 2025	32,272	1,737	2,965	36,974
Of the total				
Department	25,104	1,663	2,965	29,732
Agency	7,113	74	-	7,187
Other designated bodies – SEUPB	55	-	-	55
Carrying amount at 31 March 2025	32,272	1,737	2,965	36,974

*The 2024-25 total amounts for the Department and SEUPB have been restated

7 Impairments

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Charged direct to the Statement of Comprehensive Net Expenditure	15,370	15,370	12,030	12,030
Taken through the Revaluation Reserve	(33,007)	(33,007)	14,113	14,113
Total Impairment Charge for the Year	(17,637)	(17,637)	26,143	26,143

8 Financial Instruments

IFRS 7 *Financial Instruments: Disclosures* requires disclosure that enables evaluation of the significance of financial instruments for the Department's financial position and performance, the nature and extent of risks arising from financial instruments to which the Department is exposed during the period and at the reporting date, and how the Department manages those risks. As a result of the non-trading nature of its activities and the way in which government departments are financed, the Department is not exposed to the degree of financial risk faced by business entities.

Classification of Financial Instruments

All Departmental financial instruments are measured at amortised cost. The Department's financial assets are classified as loans and receivables and comprise trade and other receivables (Note 11) and cash and cash equivalents (Note 10). The Department's financial liabilities comprise payables excluding tax liabilities, accruals and deferred income (Note 12). The carrying value of these financial assets and liabilities, as disclosed in the notes to the accounts, approximates to fair value because of their short maturities.

The following table shows the net gains/losses recognised through the Statement of Comprehensive Net Expenditure by measurement category:

	From Subsequent Measurement				2025-26	2024-25
	From Interest	At Fair Value	Currency Translation	Impairment /Reversal of Impairment	Net Gain/ (Loss)	Net gain/ (Loss)
	£000	£000	£000	£000	£000	£000
Loans and receivables	-	-	(29)	(1,250)	(1,279)	(2,194)
Financial liabilities measured at amortised cost	-	-	(9)	-	(9)	(16)
Total	-	-	(38)	(1,250)	(1,288)	(2,210)

Finance costs from financial liabilities measured at amortised cost consist of interest charges in relation to finance lease liabilities. The net currency translation gains or losses on financial assets classified as loans and receivables are attributable to monies due from the EU in respect of grant payments. The net currency translation gains or losses on financial liabilities are attributable to exchange gains or losses arising on the settlement of invoices issued to the Department in other currencies. The impairment/reversal of impairment relates to bad debts written off or provided.

Late payment charges in respect of payables are disclosed in the Management Commentary, see Payment to Suppliers section in the Performance Report on page 21. The Department recognised all the components of net gain/loss through the Statement of Comprehensive Net Expenditure.

Risk Management

Financial risks include credit risk, liquidity risk and market risks (currency and interest rate).

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Department is not exposed to significant credit risk and manages its exposure via credit risk management policies which require review of the credit history of the organisations that the Department wishes to trade with. Publicly available credit information from recognised providers is utilised for this purpose where necessary. The maximum exposure to credit risk is represented by the carrying amounts of the trade receivables carried in the Statement of Financial Position.

Liquidity Risk

The Department's net revenue resource requirements are financed by resources voted annually by the Assembly, as is its capital expenditure. The Department of Finance is not, therefore, exposed to significant liquidity risks.

Currency Risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Department receives reimbursement of certain grant payments from the European Union (EU). Transactions with the EU are denominated in euro and therefore exposed to currency risk. The revenue due from the EU is recognised as a receivable when it is initially paid to grant recipients. However, only when the Department submits claims to the EU is the relevant portion of the receivable subject to exchange rate risk. The exchange risk on receivables is offset by EU advances received, which are included within payables. At 31 March 2026 the net exposure was £15.6m (31 March 2025: £9.3m).

Sensitivity Analysis

Based on the balance denoted in euro at 31 March 2026, a 15% weakening or strengthening of sterling against the euro would have increased or decreased the exchange rate movement by £2,345k respectively (31 March 2025: movement of £1,398k). This movement is attributable to the foreign exchange gains or losses on translation of the euro denominated receivables and payables with the EU as described above.

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. All of the Department's financial assets and liabilities carry NIL or fixed rates of interest. The lease rate used is the HM Treasury discount rate promulgated in 9 papers as their incremental borrowing rate. The single HM Treasury nominal discount rate for leases, for the full calendar year 2025, is 4.81%. The Department is therefore not exposed to any interest rate risk.

9 Assets Classified as Held for Sale

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Balance at 1 April	20,075	20,075	24,830	24,830
Transfers in	14,875	14,875	4,815	4,815
Transfers out	-	-	-	-
Disposals	(7,950)	(7,950)	(6,645)	(6,645)
Impairment loss	(9,625)	(9,625)	(2,925)	(2,925)
Reversal of Impairment loss	-	-	-	-
Balance at 31 March	17,375	17,375	20,075	20,075

The Department intends to dispose of these assets within the next year. The balance comprises 7 buildings, 1 car park and associated land that is no longer required.

10 Cash and Cash Equivalents

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Balance at 1 April	42,592	110,567	38,940	102,369
Net change in cash and cash equivalents	7,507	12,554	3,652	8,198
Balance at 31 March	50,099	123,121	42,592	110,567
The following balances at 31 March were held at:				
Commercial banks and cash in hand	50,099	123,121	42,592	110,567
Balance at 31 March	50,099	123,121	42,592	110,567

Balances for cash and cash equivalents are disclosed in the Statement of Financial Position as follows:

Current assets	60,068	133,090	47,319	115,294
Current liabilities	(9,969)	(9,969)	(4,727)	(4,727)
Total	50,099	123,121	42,592	110,567

11 Trade Receivables and Other Current Assets

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Amounts falling due within one year:				
Trade receivables	7,816	7,816	4,299	4,299
Other receivables	9,021	9,116	10,950	10,996
VAT recoverable	6,503	6,503	4,226	4,226
Prepayments	20,198	20,530	17,783	18,021
Accrued income	22,004	22,004	19,019	19,019
Accrued EU income -SEUPB	-	19,880	-	11,731
Amounts due from EU commission	15,923	21,858	9,677	17,134
Amounts due from the Consolidated Fund in respect of supply	6,878	6,878	2,808	2,808
	88,343	114,585	68,762	88,234
Amounts falling due after more than one year:				
Trade receivables	366	366	2,398	2,398
Amounts due from EU commission	-	9,572	-	11,185
	366	9,938	2,398	13,583
Total	88,709	124,523	71,160	101,817

Amounts due to the Consolidated Fund within prepayments and accrued income is £NIL (2024-25: £185K).

The following table shows the provision for bad debt included in trade and other receivables in the table above at the period end:

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Balance at 1 April	(8,029)	(8,029)	(6,344)	(6,344)
Impairment losses (recognised)/derecognised in receivables	(1,251)	(1,251)	(2,145)	(2,145)
Amounts written off as uncollectable	831	831	460	460
Balance at 31 March	(8,449)	(8,449)	(8,029)	(8,029)

In determining the recoverability of a trade receivable, the Department considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the reporting date. No interest is charged on the trade receivables. The Department has provided fully for all receivables where there is evidence to suggest the debt is not recoverable. This relates to potential irrecoverable debts in relation to COVID-19 grants and income due from services provided by the Department.

The following table shows the aging of trade debts past due but not impaired; no provision has been made where there has not been a significant change in credit quality and the Department believes that the amounts are still fully recoverable:

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Neither past due nor impaired trade receivables	6,049	6,049	3,186	3,186
1-30 days	207	207	2,173	2,173
31-60 days	302	302	128	128
61-90 days	-	-	46	46
91-180 days	1,259	1,259	274	274
181-360 days	235	235	91	91
361 days plus	4,580	4,580	5,013	5,013
Gross carrying value	12,632	12,632	10,911	10,911
Less: impairment	(4,450)	(4,450)	(4,214)	(4,214)
Net carrying value	8,182	8,182	6,697	6,697

12 Trade Payables and Other Current Liabilities

	2025-26		2024-25	
	Core Department and Agency	Group	Core Department and Agency	Group
	£000	£000	£000	£000
Amounts falling due within one year:				
Other taxation and social security	25,520	25,520	19,496	19,496
Trade payables	500	666	863	1,015
Other payables	31,767	31,910	28,508	28,948
Accruals	28,539	29,258	27,081	27,833
Capital accruals	6,186	6,186	6,124	6,124
Deferred income	6,496	6,496	4,487	4,487
Deferred EU income	-	43,166	-	23,944
Amounts owed to accountable departments /EU Commission	-	19,213	-	7,810
Current part of finance leases	8,202	8,202	13,563	13,563
Consolidated Fund Extra Receipts due to be paid to the fund:				
CFER– received	732	732	1,154	1,154
CFER – receivable	-	-	185	185
	107,942	171,349	101,461	134,559
Amounts falling due after more than one year:				
Finance leases	40,998	40,998	45,446	45,446
Amounts owed to accountable departments/EU commission	-	45,429	-	65,528
	40,998	86,427	45,446	110,974
Total	148,940	257,776	146,907	245,533

13 Provisions for Liabilities and Charges

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Balance at 1 April 2025	9,675	15,574	9,868	16,150
Provided in the year	985	1,315	854	1,205
Provisions not required written back	(38)	(38)	(656)	(673)
Provisions utilised in year	(1,572)	(1,656)	(391)	(527)
Actuarial (gain)/loss	-	(330)	-	(854)
Borrowing costs	-	303	-	273
Balance at 31 March 2026	9,050	15,168	9,675	15,574

Analysis of Expected Timing of Discounted Flows

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Not later than one year	2,594	2,594	2,820	2,820
Later than one year and not later than five years	3,291	3,291	3,690	3,690
Later than five years	3,165	9,283	3,165	9,064
Balance at 31 March 2026	9,050	15,168	9,675	15,574

	2025-26			2025-26 Total £000
	Legal Claims £000	Pensions £000	Dilapidations £000	
Not later than one year	1,655	-	939	2,594
Later than one year and not later than five years	-	-	3,291	3,291
Later than five years	-	6,118	3,165	9,283
Balance at 31 March 2026	1,655	6,118	7,395	15,168

13.1 Legal Claims

This represents public liability, employer liability, contract and compensation claims and dilapidations as advised by the business areas within the Department.

Public liability claims include personal injury claims. Employer liability claims include legal costs that will have to be borne by the Department and relate to accidents or injury caused due to faults in the fabric of a Departmental building and other damages including fair employment and industrial tribunal cases.

A discount rate has not been applied on any of the provisions as the time value of money is not significant.

13.2 Other Legal Issues

The Court of Appeal (CoA) judgment from 17 June 2019 (PSNI v Agnew) determined that claims for Holiday Pay shortfall can extend as far back as 1998. The 2025–26 Holiday Pay provision has been estimated by NICS HR and covers the period from November 1998 to 31 March 2020, reflecting an assessment of the possible extent of liability under the current legal framework: settlement remains subject to negotiation and resolution of outstanding uncertainties.

There are still some significant elements of uncertainty around this estimate for a number of reasons:

- Lack of agreement with claimants' legal representatives around how to treat data for years previous to 2011; and
- Ongoing negotiations with Trade Union and their legal representatives which will determine the final scope of settlement.

13.3 Pensions

Pension liabilities represent the present value of future SEUPB pension payments earned by staff to date. The North/South Pension Scheme is a multi-employer defined benefit scheme, operating within the approvals of the North South Ministerial Council (NSMC). More information about this can be found in the accounts of the SEUPB.

13.4 Right of Use Asset Dilapidations

IFRS 16 requires dilapidation provisions to be capitalised as part of the cost of the right-of-use assets. These dilapidation provisions should be treated as provisions in respect of capital expenditure and are calculated based on the net internal area times the cost per square foot of the building.

14 Contingent Liabilities disclosed under IAS 37

The Department has entered the following unquantifiable contingent liabilities:

14.1 Legal Issues

There is currently 1 judicial review case (2024-25: 1 case) pending.

14.2 Public/Employer Liability Cases

There are currently 18 cases (2024-25: 19 cases) pending against the Department. The maximum that will be payable cannot be accurately estimated.

14.3 Industrial Tribunal Cases

There are currently 2 industrial tribunal cases (2024-25: 1 case) pending.

14.4 Public Sector Pensions – Injury to Feelings Claims

The Department is a named Respondent in a class action affecting employers across the public sector and is managing claims on behalf of NICS departments. This is an extremely complex case

with potential implications for the NICS and wider public sector. However, given the complexities, the cases are still at an early stage of proceedings and until there is further clarity on potential scope and impact, a reliable estimate of liability cannot be provided.

15 Leases

The Department's lease contracts comprise of operational land and buildings, information technology relating to a PFI arrangement for the design, implementation and management of the IT infrastructure for land registration systems and plant and machinery which includes motor vehicles and an aircraft.

With the exception of short-term leases and lease of low-value underlying assets, each lease is reflected on the balance sheet as a right-of-use asset and as lease liability.

15.1 Quantitative disclosures around Right-of-Use Assets

					2025-26
	Land	Buildings	Information Technology	Plant and Machinery	Total
	£000	£000	£000	£000	£000
As at 1 April 2025	8,688	39,247	8,035	152	56,122
Additions	-	1,087	-	284	1,371
Revaluations	-	1,635	831	-	2,466
Depreciation expense	-	(9,390)	(3,319)	(149)	(12,858)
At 31 March 2026	8,688	32,579	5,547	287	47,101

15.2 Quantitative disclosures around Lease Liabilities

Maturity Analysis	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Buildings:				
Not later than one year	(5,798)	(5,798)	(8,568)	(8,568)
Later than one year and not later than five years	(19,181)	(19,181)	(24,065)	(24,065)
Later than five years	(9,965)	(9,965)	(9,927)	(9,927)
	(34,944)	34,944	(42,560)	(42,560)
Less interest element	1,087	1,087	1,421	1,421
Present value of obligations	(33,857)	(33,857)	(41,139)	(41,139)
Other:				
Not later than one year	(2,916)	(2,916)	(5,689)	(5,689)
Later than one year and not later than five years	(4,748)	(4,748)	(4,835)	(4,835)
Later than five years	(12,776)	(12,776)	(12,481)	(12,481)
	(20,440)	(20,440)	(23,005)	(23,005)
Less interest element	5,096	5,096	5,135	5,135
Present value of obligations	(15,344)	(15,344)	(17,870)	(17,870)
Total present value of obligations	(49,201)	(49,201)	(59,009)	(59,009)
Current portion	(8,202)	(8,202)	(13,563)	(13,563)
Non-current portion	(40,999)	(40,999)	(45,446)	(45,446)

15.3 Quantitative disclosures around Elements in the Statement of Comprehensive Net Expenditure

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Expense related to short-term leases	91	91	81	81
Expenses related to low-value assets leases (excluding short-term leases)	44	44	1	1
	135	135	82	82

15.4 Quantitative disclosures around Cash Outflows for Leases

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Total cash outflow for leases	(10,528)	(10,528)	(11,320)	(11,320)

16 Commitments under PFI and Other Service Concession Arrangements

16.1 On-Balance Sheet (SoFP)

The *FReM* requires that service concession arrangements should be accounted for in accordance with IFRIC 12 where the government body controls the use of the asset and the residual interest in the asset at the end of the arrangement.

The Department therefore recognises assets that fall within this definition as non-current assets together with a liability to pay for them. The services received under the contract are recorded as operating expenses. The Department's only contract which is classified as a service concession agreement was awarded to BT in June 2006. This contract ran for 12 years and expired in March 2018. It was initially extended to March 2020, then to March 2022, and thereafter March 2023, availing of a flexed plus one-year option. A further contract variation was signed with BT on 6 April 2022, to award a three-year fixed contract extension to March 2026, with a subsequent optional extension for 21 months to December 2027 instructed in December 2024.

16.2 Charge to the Statement of Comprehensive Net Expenditure and Future Commitments

The total amount charged in the Statement of Comprehensive Net Expenditure in respect of the service element of on-balance sheet (SoFP) PFI and other service concession transactions is £4.3m (2024-25: £4.2m).

The service element due in future periods is:

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Not later than one year	4,353	4,353	4,323	4,323
Later than one year and not later than five years	3,335	3,335	7,906	7,906
Later than five years	-	-	-	-
Total	7,688	7,688	12,229	12,229

17 Capital and Other Commitments

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Contracted capital commitments at 31 March not otherwise included in these financial statements:				
Property, plant and equipment	1,966	1,966	1,409	1,409
Intangible assets	21,216	21,216	41,183	41,183
	23,182	23,182	42,592	42,592

17.1 Other Financial Commitments

The Department and its Agency have entered into non-cancellable contracts (which are not leases or PFI contracts or other service concession arrangements) for a new HR and Finance technology solution, the Land Registration delivery partner, the Rating system and several reform projects, including Data Centre, Public Sector Shared Network (PSSN), Dial Steady State, HR Shared Services and Data accommodation. Other financial commitments mainly relate to the support and maintenance contracts of systems used throughout the Department.

The payments to which the Department and its Agency are committed are as follows:

	2025-26		2024-25	
	Core Department and Agency £000	Group £000	Core Department and Agency £000	Group £000
Not later than one year	59,534	59,534	46,278	46,278
Later than one year and not later than five years	104,598	104,598	102,381	102,381
Later than five years	63,371	63,371	42,480	42,480
Total	227,503	227,503	191,139	191,139

In addition to the above, within the Departmental Group, SEUPB have other financial commitments in respect of Grants programmes, PEACE IV, INTERREG IVA and PEACEPLUS, due to the issue and acceptance of a number of Letters of Offer to a number of Lead Partners. The proportion of the SEUPB 2025-26 Grant payments consolidated into the Department's accounts to which the SEUPB are committed is £485.4m (2024-25: £317.6 m).

18 Related Party Transactions

The Department is the parent of the Northern Ireland Statistics and Research Agency. This body is regarded as a related party with which the Department has had various material transactions during the year.

The Department has also had a number of transactions with other government departments and other central government bodies.

No minister, board member, key managerial staff or other related parties have undertaken any material transactions with the Departmental group during the year.

19 Third Party Assets

The Department is responsible for the upkeep of the Ulster Memorial Tower in Thiepval, France and costs incurred on maintenance during 2025-26 totalled £47k (2024-25: £47k). This is not a Departmental asset and is not included in the Statement of Financial Position.

The Department is also a trustee of a number of "Project Bank Accounts" used to make payments to both the main contractor and sub-contractors. Any balance on these accounts is reported in the financial statements of the main contractor. These are not Departmental assets and are not included in the Statement of Financial Position.

The Department has laser scanning equipment, LiDAR, on loan from Ordnance Survey Ireland. The LiDAR is an aircraft mounted 3D laser scanning instrument. It uses a pulsed laser to measure distances to the ground and to create a point cloud that models the surface of the earth, buildings, et cetera.

20 Entities within the Departmental Boundary

The entities within the boundary during 2025-26 were as follows:

DoF Core Directorates

- Communications and Engagement Division (CAED).
- Construction and Procurement Delivery (CPD).
- Corporate Services Division (CSD).
- Departmental Solicitor's Office (DSO).
- Digital, Security and Finance Shared Services (DSF).
- Finance Division (FD).
- Internal Audit (IA).
- Land and Property Services (LPS).
- Northern Ireland Civil Service Human Resources (NICSHR).
- People and Organisational Development (People & OD).

- Public Spending Group (PSG).
- Strategic Policy and Reform (SPAR).

Supply Financed Agency

- Northern Ireland Statistics and Research Agency (NISRA). NISRA publishes its own annual report and accounts which are available to view on its website [NISRA Publications](#).

Sponsored Bodies

- Civil Service Appeals Board (CSAB);
- Fiscal Council;
- Legal Services Oversight Commission (LSOC);
- Northern Ireland Building Regulations Advisory Committee (NIBRAC);
- Northern Ireland Civil Service Pension Board (NICSPB); and
- Statistics Advisory Committee (SAC).

North/South Body

- Special European Union Programmes Body (SEUPB). SEUPB publishes its own annual report and accounts which are available to view on its website [SEUPB Corporate Documents](#).

Relationships with Other Bodies

The Finance Minister is responsible for making public appointments to the board of the Northern Ireland Authority for Utility Regulation (NIAUR). NIAUR is a non-ministerial body. The Department also provides budget to contribute to the running costs of The International Fund for Ireland (IFI). IFI was established as an independent organisation by the British and Irish Governments in 1986.

21 Events after the Reporting Period

There are no events after the reporting period requiring adjustment in the Departmental accounts.

Date of authorisation for issue

The Accounting Officer authorised the issue of these financial statements on 3 July 2026.

Appendix 1

Appendices

Appendix 1: Department of Finance Directorates

Communications and Engagement Division (CAED)

CAED is responsible for the effective running of the Ministerial and Permanent Secretary's Private Offices, Media and External Communications, Internal Communications and Engagement and Events.

Key functions include:

- Strategic and Operational Support to the Permanent Secretary;
- Conduit between Minister and the Department and between the Minister and other Departments;
- Responsibility for the design and delivery of external and internal communications activities; and
- Engagement and Events.

Construction and Procurement Delivery (CPD)

CPD has three main areas of responsibility: Procurement, Property and Project Assurance and Delivery.

CPD is responsible for:

- The development of public procurement policy for approval by the Northern Ireland Executive for implementation across departments, agencies, NDPBs and public corporations in Northern Ireland;
- Helping Northern Ireland departments obtain best value for money in the procurement of supplies, services and construction works that are needed to deliver objectives.
- Centres of Procurement Expertise (CoPE) provide expert procurement and construction related advice and professional services to departments during project lifecycles from initial concept to completion and realisation of benefits;
- Provision of central government office accommodation and services throughout Northern Ireland;
- Provision of technical and professional advice and delivery of a range of property maintenance services and refurbishment works across departments, agencies and NDPBs in Northern Ireland;
- Management of the Stormont Estate grounds; and
- Maintenance of DoF policy and legislation for Building Regulations and Energy Performance of Buildings.

Corporate Services Division

CSD seeks to ensure that the Department of Finance is operating well in accordance with good practice reflected in up-to-date corporate policies. This includes promoting and demonstrating good practice and providing the Permanent Secretary and the Departmental Board with appropriate levels of assurance.

CSD are responsible for the application of policies covering:

- information management;
- health and safety;
- physical and personnel security;
- public appointments;
- handling complaints and concerns;
- equality;
- emergency response and resilience; and
- departmental people matters, including workforce planning.

CSD is also responsible for:

- organisational development, and the interface with other Departments in respect of shared services;
- coordination of certain corporate policies across the Departments, including the handling of concerns, the duty of candour, and open government; and
- the Department's responsibilities in respect of the regulation of the legal profession.

Departmental Solicitor's Office (DSO)

DSO is responsible primarily for the provision of impartial legal counsel to the Northern Ireland Ministers, departments, their agencies and non-departmental public bodies. The legal counsel DSO provides includes:

- Judicial reviews, which can be high profile and sensitive;
- Personal injury and other claims against government;
- Commercial and procurement litigation and alternative dispute resolution;
- Employment litigation, to include the defence of pension and holiday pay litigation; and
- Regulatory appeals and Departmental prosecutions.

Digital, Security and Finance Shared Services (DSF)

Digital, Security and Finance Shared Services (DSF) provides a range of shared services and has the following areas of responsibility:

- Digital Operations is the Shared Services IT service for the NICS and wider public sector. It comprises IT Assist, Enterprise Digital Development (EDD) and Digital Workplace;
- Digital Security and Engagement (DSE) provides a diverse range of digital security and engagement shared services;
- The NI Cyber Security Centre assists in making NI cyber safe, secure and resilient for its citizens and businesses, providing guidance to society and the business community on how to better protect their technology, systems and data from cyber-attacks;

- The Network and Information Systems (NIS) Regulator is responsible for the oversight and enforcement of the NIS regulations within Northern Ireland. As the Competent Authority for the region, the Regulator works with Operators in the Energy, Transport, Drinking Water and Health sectors to ensure a high level of security in systems that support the delivery of essential services that are deemed vital to our economy and society; and
- Finance Shared Services (Account NI) provides standardised financial transaction and reporting services to the NICS, the Northern Ireland Office (NIO) and Public Prosecution Service (PPS) and a number of their agencies and other public bodies (approximately 23,000 users).

Finance Division (FD)

FD provides financial and governance services to the Department including:

- The management, monitoring and reporting of the Department's budget;
- Corporate Governance across the Department, including risk, fraud prevention and providing assurance on adherence to the Governance Framework;
- Financial accounting, budgeting and advice to business areas through the network of finance business partners;
- Economic advice to business areas to help set the direction and shape of business cases; and
- The Audit Authority which is an independent assurance function providing an opinion on the legality and regularity of expenditure declared under the Peace and INTERREG VA Programmes in addition to whether the management and control system for the Programmes functions properly.

Northern Ireland Civil Service Internal Audit Services (NICS IAS)

NICS IAS is a centralised service, established as a separate division within DoF and is led by the Group Head. It provides the following services to NICS departments, Executive Agencies and Arm's Length Bodies:

- Provision of specialist internal audit services; and
- Provision of fraud investigation services.

While the NICS IAS is located within DoF, IAS teams are accountable to their individual departmental/organisational Accounting Officers. Any fraud investigations or audit activity undertaken by the NICS IAS is undertaken on behalf of and reported to the relevant department/organisation – there is no reporting line on these matters to DoF. Departments are hard charged for the services provided by the NICS IAS.

Land and Property Services (LPS)

Land & Property Services (LPS) collect, process and manage land and property information, which underpins the collection of rates, in support of the Executive's commitment to economic and social development in Northern Ireland.

LPS has the following areas of responsibility:

-
- Collection of rates to fund important public services provided by central and local government;
 - Administration of domestic property rate reliefs to help citizens in need of support to pay their rates;
 - Administration of business-related rate reliefs to provide assistance to non-domestic ratepayers.
 - Undertake the statutory responsibility to maintain the Valuation Lists and carry out frequent revaluations;
 - Deliver property valuations, estate management and property data services to the public sector;
 - Provide Ordnance Survey mapping services for NI;
 - Maintain the four Land Registers and provide land information services relating to those Registers for conveyancing purposes;
 - Manage the Strategic Asset Management Unit (SAMU) which provides advice, leadership, expertise and support to Departments and their ALBs to better inform their land and property asset management decisions; and
 - Provide policy advice to the Minister of Finance on the rating system and support payments and ensures that policy implementation is supported by the necessary legislation.

Northern Ireland Civil Service Human Resources (NICSHR)

NICSHR provides operational HR advice and services to help support the NICS Board and the nine Executive departments, in its commitment to make NICS a well-led, high performing civil service, which is focused on a Programme for Government.

NICSHR has a number of key responsibilities, including:

- Resourcing;
- Employee Relations;
- Occupational Health and Wellbeing;
- HR business partnering with NICS Departments;
- Learning and Development;
- The overall policy, legislation, management and administration of the NICS Pension Schemes. In addition, it provides overarching public service pensions primary legislation and policy direction, including cost controls for the wider Public Sector in NI;
- Managing the contract for the delivery of outsourced HR and payroll services (HR Connect);
- Human Resources Litigation Unit; and
- NICS Job Evaluation Team.

People and Organisational Development (People & OD)

People & OD provides strategic people leadership for the Civil Service. It is responsible for setting and assuring people strategy, HR policy, standards and employment frameworks (including pay and industrial relations), supporting statutory and regulatory responsibilities, and providing system-level workforce insight and advice. In 2026/27, People & OD will also prepare for transition to the future HR Centre of Expertise under the operating model emerging from Integr8.

Key functions include:

-
- Stewardship of the Civil Service People Strategy 2025–2030, including oversight, delivery assurance and system-level coordination;
 - Setting and assuring HR policy and people standards across the employee lifecycle, ensuring policies and frameworks are clear, current and consistently applied;
 - Pay, reward and industrial relations, including pay policy and reward strategy;
 - Workforce planning, job architecture and professions, including the strategic framework for workforce planning and job families/roles;
 - Workforce insight, data and official statistics to support evidence-led decisions, accountability and transparent reporting; and
 - Diversity and inclusion and associated statutory assurance responsibilities.

Public Spending Group (PSG)

PSG is responsible for the effective management of public expenditure in NI promoting accountability and good governance while maximising value for money and ensuring no breach of Treasury budget controls. This includes supporting decisions on the allocation of resources to departments in line with Executive's priorities and monitoring of in-year expenditure to support the effective use of available resources.

PSG is responsible for the following:

- management of the NI Budget, In-year Monitoring and Estimates processes;
- management of the NI Consolidated Fund (NICF), including the issue of cash to departments to fund public services;
- support departments in ensuring regularity, propriety, value for money and feasibility along with the production of high-quality financial reports by providing departments with a framework of delegations, guidance and support;
- support the Public Audit process working in partnership with the Public Accounts Committee;
- lead engagement with HM Treasury;
- support the NICS Finance Profession; and
- lead on strategic improvements to the Budget process and support departments to develop long-term financial sustainability plans.

Strategic Policy and Reform (SPAR) Group

SPAR is responsible for strategic economic, finance, taxation and climate policy within the Department of Finance (DoF), alongside providing a range of shared innovation and consultancy services and leading on the departmental response to the UK Covid-19 Inquiry.

Key SPAR functions include:

- Delivery of briefing, analysis, advice and services in support of economic, fiscal and strategic policy issues;
- Supporting the Minister to make progress towards agreeing a full Fiscal Framework and improving the fiscal sustainability of the Executive
- Sponsorship of the independent NI Fiscal Council and progressing legislation to put it on a statutory footing;
- Provision of guidance and advice on and review of key expenditure proposals across the public sector;

-
- Management of the NICS Economist Profession;
 - Oversight of the formal closure of the 2014-2020 PEACE IV and INTERREG VA Programmes and implementation of PEACE PLUS;
 - Oversight of the effective delivery of the Northern Ireland City and Growth Deals.
 - Perform role of NI Sponsor Department for the Special EU Programmes Body;
 - Management of the departmental response to managing divergence including the response to the aspects of the Protocol and Windsor Framework that are within the Department's remit;
 - Lead the cross-departmental engagement on future funding and finance policy;
 - Lead on the departmental response to the UK Covid-19 Inquiry;
 - Lead on departmental input to the Executive's Climate Action Plan and meeting obligations under the Climate Change Act (NI) 2022;
 - Policy lead for Dormant Assets NI, under the Dormant Assets Act 2022;
 - Provide a range of professional innovation and consultancy services to support public sector clients to deliver better outcomes for our people; and
 - Provide a comprehensive shared Library services for all NICS Departments.

EXECUTIVE AGENCY

Northern Ireland Statistics and Research Agency (NISRA)

NISRA, which incorporates the General Register Office (GRO), is an executive agency within DoF and was established on 1 April 1996. The principal functions of the Agency are to:

- Provide and co-ordinate professional statistics and research services, and to be the principal advisory body on statistics and social research for Departments, Agencies and Non-Departmental Bodies;
- Carry out the Census of Population and Housing, providing high quality demographic information to enable the number and the condition of the population to be monitored and changes over time to be identified. The latest Census took place on 21 March 2021;
- Collect, analyse and make available official statistics on society, the economy and public services;
- Ensure that statistical and research standards are adhered to and that the best appropriate methodological practice is employed in official statistics, social research and policy evaluation;
- Provide statistics required for the United Kingdom and international statistical series; and to
- Administer the marriage laws and provide an efficient and effective system for the registration of births, marriages, civil partnerships, adoptions, deaths and re-registrations of birth following a gender recognition certificate.

NORTH/SOUTH BODY

Special European Union Programmes Body (SEUPB)

The SEUPB is a North South Implementation Body sponsored by the Department of Finance in Northern Ireland and Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation in Ireland. The SEUPB was established on 2 December 1999 under the Good Friday/Belfast Agreement 1998 and the British- Irish Agreement 1998, which is underpinned by

the North South Co-Operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British – Irish Agreement Act 1999.

Reporting to the North/South Ministerial Council, the SEUPB's principal functions are to administer certain EU Structural Funds such as the 2021-27 PEACE PLUS Programme, and thereby to support peace and prosperity in Northern Ireland and, the Border Region of Ireland.

Appendix 2

The page features a light blue background with decorative geometric shapes in the corners. The top-right and bottom-left corners contain overlapping triangles in dark blue and light blue, with thin white lines forming a grid-like pattern.

Appendix 2: Acronyms

Acronym	Details
£bn	represents billions of pounds
£k, £000	represents thousands of pounds
£m	represents millions of pounds
ALBs	Arm's Length Bodies
AME	Annually Managed Expenditure
AMPS	Assembly Members' Pension (NI) 2016
ABI	Annual Business Inquiry
ARC	Audit Risk Committee
BCS	Business Consultancy Service
BI	Business Intelligence
BESES	Broad Economy Sales and Exports Statistics
bn	Billion
BSO	Business Services Organisation
BREEAM	Building Research Establishment Environmental Assessment Method
CAED	Communication and Engagement Division
CAL	Centre for Applied Learning
CAP	Climate Action Plan
CARE	Career Average Revalued Earnings
CBG	Consolidated Budgeting Guidance
CCID	Climate and COVID Inquiry Division
CCM	Cost Cap Mechanism
CD	Competitive Procedure Negotiation
CGD	Commercial Delivery Group
CETV	Cash Equivalent Transfer Value
CFER	Consolidated Fund Extra Receipt
CIS	Customer Information Services
CoPE	Centre of Procurement Expertise
CPD	Construction and Procurement Delivery
CPN	Competitive Dialogue
CPI	Consumer Prices Index
CPS	Crown Prosecution Service
CSAB	Civil Service Appeals Board
CSAP	Climate and Sustainability Action Plan
CSCS	Civil Service Compensation Scheme
CSD	Corporate Services Division
CWG	Climate Working Group
C&AG	Comptroller and Auditor General
DAC	Direct Award Contract
DAO	Dear Accounting Officer
DARC	Departmental Audit and Risk Committee

Acronym	Details
DAERA	Department of Agriculture, Environment and Rural Affairs
DCU	Deferred Choice Underpin
DEL	Department Expenditure Limits
DfC	Department for Communities
DfE	Department for the Economy
DfI	Department for Infrastructure
DE	Department of Education
DoF	Department of Finance
DoH	Department of Health
DoJ	Department of Justice
DLUHC	Department of Levelling Up, Housing and Communities
DPER	Department of Public Expenditure and Reform
DPHC	Data Protection Health Check
DPO	Data Protection Officer
DSE	Digital Security and Engagement
DSF	Digital, Security and Finance Shared Services
DSO	Departmental Solicitor's Office
DSS	Digital Shared Services
DVA	Driver Vehicle Agency
DWP	Department for Working Pensions
ECNI	Equality Commission for Northern Ireland
EDD	Enterprise Digital Development
EFDNI	Employers for Disability Northern Ireland
ERDF	European Regional Development Fund
ERP	Enterprise Resource Planning
EU	European Union
EUD	European Union Division
FD	Finance Division
FHRAG	Finance and HR Advisory Group
FReM	Financial Reporting Manual
FTC	Financial Transactions Capital
GAD	Government Actuary's Department
GB	Great Britain
GDPR	General Data Processing Regulations
GIS	Guaranteed Interview Scheme
GRAANI	Government Resources and Accounts (Northern Ireland) Act 2001
GRO	General Registers Office
HB	Housing Benefit
HIA	Head of Internal Audit
HM	His Majesty
HMRC	His Majesty Revenue and Customs
HMT	His Majesty's Treasury

Acronym	Details
HR	Human Resources
IA	Internal Audit
IAO	Information Asset Owner
IAS	International Accounting Standards
IASB	International Accounting Standards Board
ICO	Information Commissioner's Office
ICT	Information and Communications Technology
IFRIC	International Financial Reporting Interpretations Committee
IFRP	International Financial Review Panel
IFRS	International Financial Reporting Standards
IPT	Internet Protocol Telephone
ISVA	Incorporated Society of Valuers and Auctioneers
IRRV	Institute of Revenues Rating and Valuation
IT	Information Technology
ISNI	Investment Strategy for Northern Ireland
JO	Judicial Office
L&D	Learning and Development
LCM	Legislative Consent Motion
LPS	Land and Property Services
LPIS	Land Parcel Identification System
LRSS	Localised Restrictions Support Scheme
LSOC	Legal Services Oversight Commissioner
MEP	Member of the European Parliament
MHCLG	Ministry for Housing Communities and Local Government
MLA	Member of the Legislative Assembly
MOR	Memorandum of Reply
MP	Member of Parliament
MPMNI	Managing Public Money Northern Ireland
NDNA	New Decade, New Approach
NDPB	Non-Departmental Public Body
NEBM	Non-Executive Board Member
NIBRAC	Northern Ireland Building Regulations Advisory Committee
NFI	National Fraud Initiative
NICS IAS	Northern Ireland Civil Service Internal Audit Services
NAO	National Audit Office
NIAO	Northern Ireland Audit Office
NIAUR	Northern Ireland Authority for Utility Regulation
NIBRAC	Northern Ireland Building Regulations Advisory Committee
NICC3	Northern Ireland Climate Change Adaption Programme 2024-2029
NICF	NI Consolidated Fund
NICS	Northern Ireland Civil Service
NICSHR	Northern Ireland Civil Service Human Resources

Acronym	Details
NICSPB	Northern Ireland Civil Service Pension Board
NIDA	NICS Identity Assurance
NIO	Northern Ireland Office
NIS	Network Information Security
NISRA	Northern Ireland Statistics and Research Agency
NSMC	North South Ministerial Council
OHS	Occupational Health Service
ONS	Office for National Statistics
OSNI	Ordnance Survey of Northern Ireland
OSR	Office for Statistics Regulation
PAC	Public Accounts Committee
PD	Properties Division
PfG	Programme for Government
PFI	Public Finance Initiatives
People & OD	People and Organisational Development
PPA	Prior Period Adjustment
PPE	Personal Protective Equipment
PPN	Procurement Policy Note
PPS	Public Prosecution Service
PSG	Public Spending Group
PSP	Public Service Pension
PSNI	Police Service Northern Ireland
PSSN	Public Sector Shared Network
PSSSP	Public Sector Shared Services Programme
RAG	Red, Amber or Green
RHI	Renewable Heat Incentive
RfRs	Request for Resources
RPI	Retail Prices Index
RPM	Reform of Property Management
RSS	Remediable Service Statement
SAC	Statistics Advisory Committee
SAMU	Strategic Asset Management Unit
SAU	Standard Assurance Unit
SCS	Senior Civil Service
SEUPB	Special European Union Programmes Body Expenditure
SIRO	Senior Information Risk Owner
SOAS	Statement of Outturn Against Assembly Supply
SOFP	Statement of Financial Position
SpAd	Special Adviser
SPAR	Strategic Policy and Reform Directorate
SPF	Shared Prosperity Fund
SRO	Senior Responsible Owner

Acronym	Details
SSEs	Spring Supplementary Estimates
TCFD	Taskforce on Climate-related Financial Disclosures
TEO	The Executive Office
TME	Total Managed Expenditure
TNLCF	The National Lottery Community Fund
UC	Universal Credit
UK	United Kingdom
UKG	United Kingdom Government
ULEV	Ultra-Low Emission Vehicles
VAT	Value Added Tax
VES	Voluntary Exit Scheme
VFM	Value for Money
VoIP	Voice over Internet Protocol



Department of

Finance

An Roinn

Airgeadais

www.finance-ni.gov.uk