



Commissioner for **Older People**
for Northern Ireland

COPNI Business Plan

2017/18

submitted to DfC - 29-01-18 [Aligned to Respect,
Value & Protect]

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Background

The Office of the Commissioner for Older People for Northern Ireland (COPNI) was established by the Commissioner for Older People Act (Northern Ireland) 2011, which took effect from January 2011. COPNI is an executive Non-Departmental Public Body (NDPB) sponsored by the Department for Communities (DfC).

Mr. Eddie Lynch, commenced his term as Northern Ireland's second Commissioner for Older People on 14 June 2016. This draft business plan outlines the work planned to be undertaken from April 2017 to March 2018.

Corporate Plan

The emerging Corporate Plan 2016-2020, *Respect, Value and Protect* links directly to the statutory duties and powers of the Commissioner. The Corporate Plan sets out an ambitious programme of work proposed by the Commissioner during his term. These objectives are to:

1. Support our Ageing Population by Promoting Positive Ageing and Ending Age Discrimination
2. Advocate for Better Health and Social Care
3. Tackle Financial Abuse and Scams, Protecting Older Victims of Crime
4. Ensure effective, efficient and economical good practice in corporate governance.

At the time of drafting this business plan, Commissioner Lynch's Corporate Plan is in draft form, having been the subject of N. Ireland-wide engagement with older people. The document is to be submitted to the Minister for Communities for approval (or alternative if the institutions are not re-established). However, recognising the pressure on funding of the Commissioner to deliver such a plan, the Commissioner and Department will have to come to agreement on a baseline budget before the document can be finalised and approved.

Vision

COPNI's vision is that:

“Northern Ireland is a great place to age.”

Purpose

COPNI's purpose is:

“To be an authoritative and independent champion who safeguards and promotes the interests of older people.”

Focus

COPNI's focus for the Commissioner's term of office will be on the following three themes:

Respect, Value and Protect

Respect

- That our society respects older people, the role they play and the contributions they make to society, community and family life.
- That the Government invests in the health and wellbeing of the current and future generations of older people.
- That future generations of older people will see lower levels of chronic illness and disability, reduced pensioner poverty, better protection from abuse, improved health and social care services, and equal and fair treatment.

Value

- That older people will be recognised as individuals who have rights, who have made and continue to make a contribution to our society, and who make choices and decisions about their own lives, preferences, activities and opinions.
- That older people will receive equal opportunities and freedom from discrimination on the basis of their age.
- That older people feel that their contribution to society is recognised and valued.

Protect

- That if older people become vulnerable, the support, services, respect and care they need will be available in ways that help them to live dignified and fulfilled lives through to the end of life.
- That adequate protection and support for vulnerable older people is a priority for our society and is made available to them when they need it.

International Framework

COPNI's work is underpinned by the UN Principles for Older Persons (1991). These international standards are important as COPNI assesses how well public bodies and other organisations deliver services for older people here in Northern Ireland.

Business Plan 2017/18

This business plan sets out the business activities to be taken forward in 2017/18. As with previous business plans, it identifies the key pieces of work to be undertaken and the key targets to be met during the course of the year. The purpose of the business plan is to clearly demonstrate the level of progress required in year towards the achievement of the priority objectives within the appropriate timescales and budget.

As Accounting Officer, responsibility for this business plan rests with the Commissioner. Progress towards the achievement of these targets and objectives will be monitored closely and reported on throughout the business year.

The Commissioner will ensure appropriate monthly, quarterly and annual performance management processes are implemented as necessary.

In the period from December 2016 until March 2017 the Commissioner considered and ultimately commenced the inaugural investigation under sections 4(3) and 4(4) of the Commissioner for Older People Act (Northern Ireland) 2011.

The Commissioner recognised and reported to DfC that initiating an investigation would require significant amendment to the draft business plan previously submitted. This matter has been discussed in-year at accountability meetings. Changes have also been required to the plan due to the current macro political environment, particularly where matters are being delayed by the absence of Ministerial decision.

Resource Assumptions

At the time of drafting, (January 2018), the Department (DfC) has indicated that COPNI's opening allocation is £785k for the 2017/18 Financial Year, however DfC have indicated that they will meet the 4% budget cut pressure in year. This gives COPNI a budget of £817k for 2017-18. DfC have also approved an additional £25k to COPNI to continue with the inaugural use of the Commissioner's investigatory powers and a further £79k to complete the investigation. DfC has also approved an additional bid of £10k resource and £10k capital. DfC reduced depreciation by £1k. This gives a total allocation of £940k for 2017-18. This plan has been updated to include those additions.

The allocation of resources against each objective in the plan represents a proportion of 100% of the overall budget. However, this is a high level plan and is not intended to capture all the operational activities and day-to-day tasks of all staff. COPNI will continue to exercise flexibility around the movement of budget and human resources across the work programme as required. All work will be taken forward with a proportionate project management approach. All expenditure will be made in accordance with internal controls and compliance with the requirements of Managing Public Money NI.

This plan has been updated to demonstrate changes to the priorities of the Commissioner and inform the Department of

- (a) changes to the original plan which was submitted before the increased scope and scale of the investigation into Dunmurry Manor was known,
- (b) the consequent required reduction in the volume of legal casework undertaken and
- (c) reprioritisation of investigatory activity over commissioning expert research and evidence to support statutory advice to government.

Within the allocated budget a number of key statutory duties remain unaffordable. The particular statutory duties further de-prioritised in the plan are;-

- Legal support funding for older people
- Litigation costs for the Commissioner to take legal action on behalf of an older person.
- Costs to support the provision of mediation or alternative dispute resolution services for older people seeking redress from public authorities.

Eddie Lynch

Commissioner & Accounting Officer

Corporate Plan Objective 1: RESPECT

Supporting our Ageing Population – Positive Ageing & Ending Age Discrimination

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
1.1	An Active Ageing Strategy (AAS) for N. Ireland that is resourced and implemented	COPNI Act 2011	To work with officials of DfC and other departments to deliver the implementation of the Strategy Advise government on the progress of the Strategy to effect positive change for older people.	Head of Legal and Policy Advice	Review of Executive Departments' delivery of relevant parts of the strategy.	Provide advice to policy officials on the progress of implementation of AAS.	£17,000
1.2	Engagement with older people and stakeholders	COPNI Act 2011	To develop and implement an engagement strategy. Commissioner and Chief Executive being accessible to older people and representative groups. Acceptance of invitations to attend and speak at events.	Commissioner and Chief Executive	Engagement with older people in a broad range of settings. Media engagement plan for TV, Radio and print media.	A schedule of events, meetings and activities across Northern Ireland to meet older people in their local area. Building partnerships and continuing already established networks with Statutory and voluntary stakeholders. Dissemination of bi-annual E-newsletter to all stakeholders.	£194,400

Corporate Plan Objective 2: VALUE

Advocating for Improvements for Older People - Better Health & Social Care

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
2.1	Responding to public consultations by relevant authorities regarding matters that may impact older people and those who care for them.	COPNI Act 2011	To continue to raise issues of relevance and importance to older people to all relevant public authorities through their public consultation exercises.	Head of Legal and Policy Advice	Issues of importance to older people, their families, relatives and carers are robustly represented at the heart of public policy and services.	Consultation responses are submitted on time to the relevant authorities and to the professional standard expected from COPNI.	Total: £82,750
2.2	Responding to individuals who contact the Commissioner for assistance	COPNI Act 2011	<p>To continue to accept cases for further investigation in accordance with the case acceptance policy.</p> <p>To act as an “independent champion” for older people who are experiencing difficulty in their interaction with other public authorities.</p>	Chief Executive	<p>Conducting the investigation of cases for individual older people in compliance with all internal policies and good practice.</p> <p>Log of live casework fully updated as enquiries arise.</p> <p>Regular supervision</p>	<p>95% compliance to Case Acceptance policy.</p> <p>95% compliance to call handling and signposting policy.</p> <p>Maintenance of log of incoming enquiries with 99% accuracy.</p> <p>Fortnightly reporting of case work progress to Chief Executive.</p>	Total: £189,000

Corporate Plan Objective 2: VALUE

Advocating for Improvements for Older People - Better Health & Social Care

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
					meetings with Chief Executive (CE) and, as required, with Senior Management Team (SMT).	Quarterly caseload review (deep dive), monitoring by Chief Executive. Monthly reporting of enquiries and caseload statistics to SMT meeting.	
2.3	Dunmurry Manor investigation. Complete the investigation and report on findings	Investigatory powers of COPNI Act 2011	To report on the findings of the investigation into alleged care failings at Dunmurry Manor. To publish and submit to government, recommendations to improve the commissioning, quality monitoring, regulation and inspection of care settings for older people.	Commissioner	Published report of the investigation findings and recommendations to government	Analysis of evidence, advice from expert panel and draft report by end March 2018. Completion of the active investigation by March 2018. Published report submitted to government by end of March 2018.	£343,750

Corporate Plan Objective 3: PROTECT

Tackling Financial Abuse and Scams & Protecting Older Victims of Crime

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
3.1	Engagement with older people and criminal justice stakeholders on the findings of the Commissioner's research into the experience of older people as victims of crime.	COPNI Act 2011	To work with and challenge parts of the criminal justice system (and partner agencies) to support them in making improvements to support older people who are victims of crime.	Head of Legal and Policy Advice	- Stakeholder engagement with PSNI and PPS.	Regular engagement with PSNI, PPS and older people in relation to crimes against older people. Analysis of research findings.	Total: £40,850

Corporate Plan Objective 4 : GOOD GOVERNANCE

Ensure effective, efficient and economical good practice in corporate governance

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
4.1	Monitoring of annual business plans	Management Statement and Financial Memorandum (MSFM)	To monitor 2017-18 objectives in the annual business plan approved by DfC.	Chief Executive	Approved Annual business plan 2017/18 Development of oversight of project plans where	Delivery of internally approved business plan for submission to DfC by date agreed.	£31,750

Corporate Plan Objective 4 : GOOD GOVERNANCE

Ensure effective, efficient and economical good practice in corporate governance

					<p>appropriate for specific pieces of work.</p> <p>Monthly performance management through managers' meetings and 1:1s.</p> <p>Performance management information provided to Senior Management Team monthly.</p>	<p>Approval of bi-annual Reports to DfC.</p> <p>Attendance at quarterly Accountability Meetings.</p> <p>Ongoing liaison between the Department and COPNI in relation to business plans.</p>	
4.2	Prepare, monitor and report on expenditure and budgets annually, quarterly and monthly.	Management Statement and Financial Memorandum (MSFM)	<p>Provide SMT with monthly management information including budget profile, drawdown and consumption of funding.</p> <p>To ensure the Accounting Officer can access and understand all elements of the budget process as and when required.</p>	Chief Executive	<p>Monthly Management Accounts</p> <p>Consumption Reports</p> <p>Drawdown requests</p> <p>Annual Financial Statements</p> <p>Advice and guidance to the Accounting Officer on all</p>	<p>To deliver COPNI annual spend ensuring zero overspend, and underspend not exceeding 1.5% of COPNI's opening allocation.</p> <p>Monthly management accounts within 10 working days of the end of the month.</p>	£11,500

Corporate Plan Objective 4 : GOOD GOVERNANCE

Ensure effective, efficient and economical good practice in corporate governance

					financial matters relating to COPNI spend.	98% of departmental returns submitted on time.	
4.3	To ensure an appropriate and effective Audit and Risk Framework is in place	Management Statement and Financial Memorandum (MSFM)	<p>To provide a secretariat service to the Audit and Risk Assurance Committee (ARAC) and enable the committee to carry out its functions efficiently and effectively</p> <p>To ensure a fully compliant and appropriate system of internal audit is in place and is carried out by external service providers. Ensure effective management of risk.</p> <p>Quarterly reporting of risk management to the ARAC.</p>	Chief Executive	<p>Training for new ARAC members</p> <p>Four (minimum) meetings of the ARAC each year</p> <p>Papers are fully compliant with internal policies and procedures.</p> <p>Annual Audit Strategy for 2017/18.</p> <p>Audit reports in line with the strategy.</p> <p>Action plans relating to audit recommendations.</p> <p>Efficient and effective internal control environment.</p>	<p>Provision of papers to committee members and attendees, five days prior to the meetings.</p> <p>Accurate and timely minutes of the ARAC meetings signed and published.</p> <p>Strategy agreed by June 17</p> <p>To action all recommendations leading from previous and current audit reports.</p> <p>Accurate and timely reporting of the audit results and</p>	£11,500

Corporate Plan Objective 4 : GOOD GOVERNANCE

Ensure effective, efficient and economical good practice in corporate governance

					Updated risk register reported to the ARAC.	recommendations to ARAC. Satisfactory internal audit reports. Quarterly reporting of risk management register to all risk holders and ARAC.	
4.4	Continued development of good practice in financial management, policy development and planning.	Management Statement and Financial Memorandum (MSFM)	<p>Ongoing review and improvement of the COPNI Financial Manual.</p> <p>Ongoing review of all policies</p> <p>Completion and review of all information management policies and procedures to ensure compliance.</p> <p>To ensure compliance with all Health and Safety statutory duties.</p>	Finance and Governance Manager	Up to date policies and procedures that comply with all guidance	<p>Review of policy register</p> <p>Up to date policies</p> <p>Annual review of SLA's and contracts</p> <p>Act as Information Manager.</p> <p>Convene and chair twice yearly formal meetings of the Information Group - report to SMT on FOI, DP and Equality Monitoring.</p>	£9,000

Corporate Plan Objective 4 : GOOD GOVERNANCE

Ensure effective, efficient and economical good practice in corporate governance

						Attend tenancy meetings and fulfil our obligations as tenants in respect of H&S policies and procedures	
4.5	Mandatory Training and Development (T&D) of staff	Management Statement and Financial Memorandum (MSFM)	<p>To develop a training plan prioritising continuing professional development.</p> <p>To maximise the opportunities to avail of cost effective training opportunities for staff</p> <p>To track and monitor training and development of staff</p> <p>To ensure full attendance at all booked courses and that on return line managers meet with trainees to ensure that the training met the stated objectives.</p>	HR Officer	<p>Skills Audit.</p> <p>Training and Development Plan.</p> <p>Monthly monitoring information in relation to T&D undertaken.</p> <p>Bids for additional funding to undertake training and development of staff Skills Audit.</p>	<p>To deliver the completed Skills Audit to CE by end of Q1.</p> <p>To deliver a T&D plan by of end Q2.</p> <p>To ensure all staff have considered T&D as part of the annual performance process and that T&D opportunities are being undertaken by all staff.</p> <p>To monitor and report on T&D monthly.</p>	£8,500

2017/18 Projected Expenditure

	£	Totals £
17/18 Salaries		716,621
Non-Discretionary Expenditure		5,711
Overheads		151,834
Commissioned Work		46,087
Objectives		
1. RESPECT: Supporting our Ageing Population by Promoting Positive Ageing & Ending Age Discrimination	211,400	
2. VALUE: Advocating for Improvements for Older People – Better Health & Social Care	615,500	
3. PROTECT: Tackling Financial Abuse and Scams & Protecting Older Victims of Crime	40,850	
4. GOOD GOVERNANCE: Ensure effective, efficient and economical good practice in corporate governance	72,250	
Total projected expenditure excluding depreciation and capital		920,253
Depreciation		9,000
Capital		10,747
Total projected expenditure including depreciation and capital	940,000	940,000

2017/18 Budget Allocation

Opening Allocation		Totals £
Resource		775,000
Depreciation		10,000
Capital		0
Total Opening Allocation		785,000
In year bids		
Resource		145,000
Depreciation		(1,000)
Capital		11,000
Total In year bids		155,000
Final Allocation		
Resource		920,000
Depreciation		9,000
Capital		11,000
Total Allocation 2017/18		940,000