



Commissioner for **Older People**
for Northern Ireland

COPNI
Business
Plan

2019/2020

Submitted to DfC 31 Jan 2019

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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 2019 to March 2020.

Corporate Plan

The Corporate Plan 2016-2020, *Respect, Value and Protect* links directly to the statutory duties and powers of the Commissioner. The plan was approved by the Department for Communities in May 2018.

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. Better Health and Social Care
3. Tackle Financial Abuse and Scams and Protecting Older Victims of Crime

As Accounting Officer, the Commissioner is committed to ensuring effective, efficient and economical good practice in corporate governance.

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), which are;

- **Independence**
- **Care**
- **Participation**
- **Self fulfilment, and**
- **Dignity**

Business Plan and Resource Assumptions 2019/20

In accordance with the Management Statement and Financial Memorandum, the Commissioner will submit this proposed business plan to the Sponsoring Department, the Department for Communities by 31st January 2019. The Department has already requested an early indication of the funding likely to be required in 2019/20 for their planning purposes. In November 2018 the Commissioner notified an estimated forecast requirement of up to £1003k.

The opening allocation of funding in 2018/19 was £754k.

In 2018/19, in-year (non-recurrent) funding totaling £139k was provided by DfC, which supported programme activity relating to the Dunmurry Manor post-investigation work streams and wider programme work on Crime, Financial Abuse of Older People and partnership with PSNI on Scamwise and Support for older victims of crime. During 2018/19, some salary monies were eased through temporary vacancies in three posts, all of which have now been filled. Therefore the total budget for 2018/19 was £893. Financial year 2019/2020 will begin with four new members of staff in the Communication and Engagement and Policy teams.

In the period January – March 2019, DfC and COPNI have agreed that the NI Strategic Investment Board will carry out a review of the COPNI funding baseline. The Project Initiation Document for the project has been agreed. The review is intended to inform the Department about the baseline funding of COPNI, and propose or recommend changes thereto. It is acknowledged by COPNI and DfC that the outcome of the review project will require further analysis of the business plan for 2019/20 and that this document may be subject to changes to reflect any recommendations or changes to the financial settlement.

This business plan sets out the business activities to be taken forward in 2019/20. 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 implement the priority objectives set out in the Commissioner's Corporate Plan 2016-20, establish the key

performance indicators by which progress will be measured and demonstrate the level of progress required in year towards the delivery or achievement of them.

The allocation of resources against each objective in this plan represents a proportion of 100% of the overall budget. 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.

Three important elements of my work are absent from this draft of the 2019/20 business plan due to the stasis of the macro-political environment. Work will continue in relation to engagement with older people around; the Draft Programme for Government and older peoples' inclusion in it, the progress of legislation to prevent discrimination against older people in the provision of goods, facilities and services (AGFS), and the progress against the Active Ageing Strategy. If there is a return to government (Executive), or an alternative that would begin the work again on these elements, the business plan may require revision to take those strands of work into account.

Eddie Lynch
Commissioner & Accounting Officer

High Level Outcomes

The Commissioner's Corporate Plan includes a range of high level outcomes associated with each priority. These are listed below. The annual business plan in each year of the Corporate Plan period supports, and builds towards, the achievement of these outcomes.

- Older people remain involved in civic and community life and are supported to do so.
- Older People in Northern Ireland are able to access the social activities, services and support they need, when they need it.
- Older People in Northern Ireland are able to better understand the choice and control over the decisions which impact most on their lives.
- Older People in nursing and residential care in Northern Ireland are protected by robust inspection and enforcement procedures, fit for purpose legislation in a society with zero tolerance of unacceptable standards of care.
- Older People have confidence that the social care and support they need will be available to them and their rights and dignity are protected at all times.
- Older people in Northern Ireland feel safe and secure and are better protected from all forms of abuse.
- Older people in Northern Ireland feel safe and secure and are better protected from all forms of crime.

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	Budget
1.1	<p>Engagement with Older people</p> <p>a. Themed engagement to be confirmed from current shortlist</p> <p>b. Ongoing responses to invitations from OP groups & other stakeholders, and</p> <p>c. Engagement focused on testing or co-producing advice to government based on technical or academic evidence.</p>	<p>Commissioner for Older People Act (Northern Ireland) 2011</p> <p>s3.(8) (a)-(d)</p>	<p>To enable the Commissioner to interact directly with older people</p> <p>To fulfil the UN Principles for Older People in relation to Participation, Self-fulfilment and Dignity</p>	Commissioner and Comms & Engagement team	<p>Visits to OP where they live, work and socialize.</p> <p>Reporting of visits and engagement through social media, to the internal team and inclusion of information arising from visits in desk-training.</p>	<p>Equal geographical spread across NI.</p> <p>Equal gender representation where relevant</p> <p>Focus on diversity and inclusion of minority ethnic groups.</p>	£180,000
1.2	<p>Conferences and Seminars</p>	<p>Commissioner for Older People Act (Northern Ireland) 2011</p> <p>s3.(1)</p>	To speak at, and attend a range of conferences and seminars to stay up to date with developments in areas	Senior Management Team	To attend, participate and when invited, speak at a range of Conferences and Seminars	Knowledge gained and shared with COPNI team from these engagements	£28,000

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	Budget
			of interest to older people. To promote the work of COPNI and its partners.			In-house or external training arising from engagement.	
1.3	Planning for your 3rd Age	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	To increase awareness of the issues facing people as they enter their third age (60+).	Head of Legal and Policy Advice	Scope adequacy and effectiveness of existing resources. Produce a guidance document(s) or add to and support existing resources.	Literature review and scoping paper produced by end Q2. Guidance materials to be published by end Q4.	£26,500
1.4	Responding to public consultations by relevant authorities regarding matters that may impact older people and those who care for them.	COPNI Act 2011 s3	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. Selected responses within the capacity	Consultation responses are submitted within published deadlines to the relevant authorities and to the professional standard expected from COPNI. To publish the COPNI responses on the website	£70,000

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	Budget
					(knowledge and time) of existing policy team.	within 2 days of submission. As required, direct engagement with OP to capture their views.	
1.5 (See also 3.5)	Responding to individuals who contact the Commissioner for assistance	COPNI Act 2011 s3-5	To continue to accept cases for further investigation in accordance with the case acceptance policy. To act as an “independent champion” for older people who are experiencing difficulty in their interaction with other public authorities.	Chief Executive	Conducting the investigation of cases for individual older people in compliance with all internal policies and good practice. Log of live casework fully updated as enquiries arise. Regular supervision meetings with Chief Executive (CE) and, as required, with Senior	95% compliance to Case Acceptance policy. 95% compliance to call handling and signposting policy. Maintenance of log of incoming enquiries with 99% accuracy. Fortnightly reporting of case work progress to Chief Executive. 6-12 week review of quick enquiries and transfer as	£168,000

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	Budget
					Management Team (SMT).	<p>appropriate to complex cases.</p> <p>Quarterly caseload review (deep dive), monitoring by Chief Executive.</p> <p>Monthly reporting of enquiries and caseload statistics to SMT meeting.</p>	
1.6	Social Isolation – examining the factors making residential care unattractive to older people.	COPNI Act 2011 s3	<p>Working in partnership with UU academics, to conduct a qualitative study, engaging with OP in rural settings, to examine the factors that disincentivise the use of residential care.</p> <p>To establish the extent to which negative myths and truths about residential care increases social isolation in rural communities.</p>	Head of Policy and Legal Advice	Advice to government and for older people promoting awareness of the issues of social isolation and the attitudes of OP to residential care.	<p>To deliver a draft research paper by end Q3.</p> <p>To complete internal analysis and publish a Commissioner’s paper on the issue by end Q4.</p>	£39,000

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	Budget
1.7	Digital Vulnerability of OP	COPNI Act 2011 s4(4+5)	To promote awareness of the findings of technical research on digital vulnerability and OP, based on commissioned research from QUB.	Head of Policy and Legal Advice	Commissioner's paper and advice to government	To use the findings of the research to inform stakeholder engagement on a range of policy issues via consultation responses or direct engagement.	£13,500

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
2.1a	Home Truths – post investigation workstreams	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3) Schedule II	<p>To complete engagement with Relevant Authorities in relation to the implementation of the recommendations of the Commissioner’s report</p> <p>To work with PSNI/NMC and the H&SE in relation to ongoing investigations undertaken by each of those agencies</p> <p>To hold a “one year on” event for the families of residents reporting on the changes arising from the Commissioner’s recommendations.</p> <p>To complete post-project analysis and reporting on the use of investigation powers</p>	Commissioner and SMT	<p>Engagement with RAs to determine progress against recommendations in <i>Home Truths</i>.</p> <p>Co-ordination and assistance with the disclosed documents and investigation materials requested by other agencies in line with the powers and duties of COPNI and any other legal requirements.</p> <p>To compile and disseminate a report on the use of the COPNI</p>	<p>To complete the Year On event for families of Dunmurry Manor Care Home.</p> <p>Full compliance with all relevant legal requirements and where appropriate, Counsel’s opinion.</p> <p>Report to be completed by end Q3 and published by end Q4.</p>	£92,500

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
					investigation powers to key stakeholders		
2.1b	Reiteration of advice to government on an Adult Safeguarding Bill to protect older people from all forms of abuse and align NI with other UK countries in safeguarding older people.	COPNI Act 2011 s3(2)	To develop further advice to government and commission technical legal advice on a draft Adult Safeguarding Bill		Advice to government including a Draft Bill for consideration by legislative Assembly or House of Commons	Scoping paper and draft Bill to be delivered by end Q3 Advice to government submitted and published by end Q4.	£36,000
2.2	Cost of Care	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	Commissioning technical advice by health economist to establish the current position of work by HSC stakeholders on cost of care including a gap analysis.	Head of Policy and Legal Advice	Technical report on the ongoing work on Cost of Care across HSC to inform future work.	Position paper on research being undertaken across the HSC system on cost of care (at its broadest definition) and gap analysis to be delivered by end Q3.	£53,000

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
2.3	Dementia/ Support for Carers	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	To promote awareness of the need to provide high quality support for older people living with dementia and their carers.	Head of Policy and Legal Advice	Round table/Summit with older people living with dementia and their carers. Report of the RT/summit promoting awareness of the issues, and providing advice to government on improvements to the support given to those living with dementia or those caring for them.	RT/Summit on dementia and carers to be held by end Q3. Report of the RT/summit including advice to government to be published by end Q4.	£22,000
2.4	Contract for Nursing Homes – the protection of OP Rights	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	To provide government with advice on the risks to Older Peoples' Human Rights in the current contractual relationship between Trusts and	Head of Policy and Legal Advice	Advice to government that underpins and/or increases the protection of the human rights of the older person	Counsel's opinion and internal analysis of required actions by end Q3. Advice to government to be	£28,000

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
			independent Providers when an OP is placed in a residential or nursing home.		in receipt of services.	published and submitted by end Q4.	

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	Older peoples' experience as a victim of Crime.	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	Publication of advice to government on the findings of research on the experience of older peoples' experience of being a victim of crime.	Head of Policy and Legal Advice	Advice to government (multiple agencies/departments and the judiciary) on improvements to services for older people who have been victims of crime.	Academic and stakeholder seminar launching the findings of research by end Q1. Stakeholder engagement and formal advice to government by end Q3.	£48,500
3.2	Financial Abuse Final Phase The Trusted Person	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1), (2) + (3)	To produce advice to government highlighting gaps in services and additional actions required to protect older people from abuse by trusted persons.	Head of Policy and Legal Advice	Engagement with key stakeholders including PSNI/DOJ/Office of Care and Protection to explore the gaps in provision and protection arising from individual cases and prevalence study.	Advice to government on services, policy and legislation. This project may be tied into 2.1 Adult Safeguarding Bill	£32,000

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
3.3	Scamwise Partnership	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1), (2) + (3)	Working in partnership with PSNI, DOJ, Trading Standards and others to continue to grow the partnership, enable the sharing of information and raise awareness amongst older people of how to identify and protect themselves from Scams.		To attend Scamwise partnership meetings and promote the Scamwise messages. To operate the Scamwise Facebook page on behalf of the partnership.	To attend and actively participate in the Scamwise partnership 100% Moderation of interactive content of Facebook Page To maximise engagement through management of the analytics and algorithm. Increased expertise by experience and training of the Comms and Eng Team.	£21,000
3.4	Support Responder Pilot Scheme	Commissioner for Older People Act (Northern Ireland) 2011 s3.(1) + (3)	In partnership with PSNI and St John's Ambulance, operate and evaluate the pilot scheme that provides immediate support after the commission		Evaluation report of the pilot scheme	To commission by Q1, manage Q2-3, and publish by Q4 an evaluation report outlining the efficacy, risks and	£16,000

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
			of a crime against an older person.			benefits of the pilot scheme.	
3.5	Legal Support and Funding for older people	Commissioner for Older People Act (Northern Ireland) 2011 s4.(1), s7(2) (a+b) and s11	To provide financial support for OP in the preparation and litigation of cases where ADR has not been successful.	Chief Executive Officer	Limited financial support to e.g. pay for Counsel Opinion or technical/medical reports to resolve cases	Counsel's Opinion on specific cases Acceptance of requests for funding in relation to individual cases in line with the legal funding policy and acceptance criteria.	£18,000

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 2019/20 objectives in the annual business plan approved by DfC.	Chief Executive	<p>Approved Annual business plan 2019/20</p> <p>Development of oversight of project plans where 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>Delivery of internally approved business plan for submission to DfC by date agreed.</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>	£33,000
4.2	Prepare, monitor and report on expenditure and budgets	Management Statement and Financial	Provide SMT with monthly management information including budget profile,	Chief Executive	Monthly Management Accounts	Monthly management accounts within 10	£11,500

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
		Memorandum (MSFM)	<p>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>		<p>Consumption Reports</p> <p>Drawdown requests</p> <p>Annual Financial Statements</p> <p>Advice and guidance to the Accounting Officer on all financial matters relating to COPNI spend.</p>	<p>working days of the end of the month.</p> <p>98% of departmental returns submitted on time.</p>	
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</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>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>	£13,000

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
			<p>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>		<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>Updated risk register reported to the ARAC.</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 recommendations to ARAC.</p> <p>Satisfactory internal audit reports.</p> <p>Quarterly reporting of risk management register to all risk holders and ARAC.</p>	

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
4.4	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> <p>Attend tenancy meetings and fulfil our obligations as tenants in respect of H&S policies and procedures</p>	£10,500

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
4.5	Recruitment of a. Policy Officer (3 rd) b. Legal Support Administrator	COPNI Act and approval of DoF (already secured)	To fill all vacancies in staffing in accordance with the original staff complement approval (2012)	CEO and HR Officer	New staff to increase policy complement and provide dedicated administrative support to legal team.	To develop and approve JDs and advertisements by end Q1 To recruit and appoint new staff and commence induction by end Q3	£25,500
4.6	Training and Development (T&D) of staff	Management Statement and Financial Memorandum (MSFM)	To develop a training plan prioritising continuing professional development. To maximise the opportunities to avail of free training opportunities for staff To track and monitor training and development of staff To ensure full attendance at all	HR Officer	Skills Audit. Training and Development Plan. Monthly monitoring information in relation to T&D undertaken. Bids for additional funding to undertake training and development of staff Skills Audit.	To deliver the completed Skills Audit to CE by end of Q1. To deliver a T&D plan by of end Q2. To ensure all staff have considered T&D as part of the annual performance process and that T&D opportunities are being	£7,000

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
			booked courses and that on return line managers meet with trainees to ensure that the training met the stated objectives.			undertaken by all staff. To monitor and report on T&D monthly.	
4.7	To procure and implement a media bid and stakeholder management system such as Veulio.	Management Statement and Financial Memorandum (MSFM)	To ensure that the procured system/software performs with maximum efficacy to streamline service and increase performance of the Comms and Engagement team.	Chief Executive	To source, procure and implement new system in 2019/20.	Options paper identifying the best value system and recommendations to Chief executive by end Q1 Development of tender and procurement of system by end Q2 Training and development of the Comms and Engagement team to use the system by end Q2 Full testing refinement and	£2,500

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
						implementation of new system by end Q3.	
4.8	Regrading and JEGS analysis of posts in org structure	MSFM	To ensure that all posts are reviewed in line with the original approval of grade levels and any material changes addressed by up or down grading posts	CEO and HR NISC Personnel?	Report supporting approval to make the necessary changes arising from Job Evaluations where required	Delivery of a report to the Commissioner outlining findings of JEGS exercise. Negotiation with Sponsorship body and DOF to make required changes within or out with current pay envelope.	£1,000

2019/20 Projected Expenditure		
	£	Totals £
19/20 Salaries		686,041
Non-Discretionary Expenditure		8,514
Overheads		149,945
Programme Expenditure		141,500
Objectives		
1. RESPECT: Supporting our Ageing Population by Promoting Positive Ageing & Ending Age Discrimination	525,000	
2. VALUE: Advocating for Improvements for Older People – Better Health & Social Care	231,500	
3. PROTECT: Tackling Financial Abuse and Scams & Protecting Older Victims of Crime	135,500	
4. GOOD GOVERNANCE: Ensure effective, efficient and economical good practice in corporate governance	104,000	
Total projected expenditure excluding depreciation and capital		986,000
Depreciation		10,000
Total projected expenditure including depreciation	996,000	996,000
Capital		
Replacement Furniture	3,000	3,000
Redevelopment of COPNI offices (amount tbc by March)	20,000	20,000
Media Monitoring System	6,000	6,000
Total projected expenditure including depreciation and capital	1,025,000	1,025,000