



Commissioner for **Older People**  
for Northern Ireland

# Business Plan

## FY2020-21

To DfC 09-06-2020

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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). The principal aim of the Commissioner for Older People for Northern Ireland (COPNI) is to safeguard and promote the interests of older people.

## The Commissioner

The Commissioner for Older People for Northern Ireland is appointed by the First and Deputy First Minister. The term of office is four years. A Commissioner can serve for two terms. The post of Commissioner is currently held by Mr. Eddie Lynch, who commenced his term as Northern Ireland's second Commissioner for Older People on 14 June 2016. This year ends the Commissioner's first term of appointment.

## Staff of the Commissioner for Older People Organisation Structure



## Corporate Plan

This is the final year of the Corporate Plan 2016-2020, *Respect, Value and Protect*. This plan links directly to the statutory duties and powers of the Commissioner. The plan was approved by the Department for Communities in May 2018. A new corporate plan is under development.

The current 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.

The Commissioner's first term of office comes to conclusion in June 2020. Preparations are underway for the development of a Corporate Plan for the following term 2021-2024. The second half of the business year will see the beginning of some projects that will begin to deliver the objectives of that new Corporate Plan.

## 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**

## 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.

## **Draft Programme for Government 2016-21**

The work of the Commissioner aligns closely to a number of draft Programme for Government outcomes, in particular the following;

- Outcome 4 – we enjoy long, healthy, active lives
- Outcome 5 – we are an innovative, creative society, where people can fulfill their potential
- Outcome 7 – we have a safe community where we respect the law, and each other
- Outcome 8 – we care for others and we help those in need
- Outcome 11 – we connect people and opportunities through our infrastructure

## **Business Plan 2020-21**

This business plan sets out the business activities to be taken forward in 2020-21. 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. This plan may change as the new Corporate Plan is developed.

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.

The 2020-21 Business plan provides details of all the individual high-level projects to be delivered in support of the Corporate Plan objectives. The tables below, divide the work into each of the Commissioner's priorities and provide details of the governance activities planned for this year. The plan outlines the following;

- Description of projects and activities
- Aims
- Senior Responsible Officer
- Outputs
- Measurement and KPI's

- Resource Allocation (which includes staff and overhead allocation and programme budget)

Progress against each KPI is monitored and reported to the Senior Management Team and the Commissioner using a RAG status. The definition for each RAG status is detailed below. Periodically such details will be reported to the Audit and Risk Committee for their information. As always the Commissioner will compile and provide Quarterly Performance reports to the Department for Communities (DfC).

- Red – Significant slippages, lack of funding or not to be completed within target
- Amber – Delayed but is expected to meet objectives
- Green - Progressing as planned or already delivered

With the introduction of the New Decade, New Approach document, and the return of devolved government in Northern Ireland it is anticipated that activity around a new draft Programme for Government will arise. The Commissioner will be advising government on the need for prioritising the needs of older people any new draft PfG including specific measures and outcomes. The Commissioner will also be seeking the introduction of legislation to protect older people from discrimination in the provision of facilities, goods and services (Age GFS). This work is broadly in the policy and engagement strands of work in this plan but may require a more specific approach if the pace of progress changes.

The Commissioner also anticipates full engagement with MLAs and NI Assembly Committees in pursuit of implementation of his advice to government in a number of areas. This work is included specifically in the plan.

### **Covid 19 update.**

**As a result of the global pandemic of Covid 19, in common with all other government bodies, COPNI has moved to working at home, with staff fully occupied and equipped in their normal duties. The nature of work for some staff has changed, the pace and quantum of work on the legal and communications teams has significantly increased.**

**Since March 2020, the COPNI team and the Commissioner have coped well with this change but it is hoped that the acute emergency phase of activity will settle soon. There has been a 100% increase in the enquiries to the office, the major proportion of which relate to Covid 19 circumstances. A separate update has been provided to DfC on this matter. At present, those enquiries are being triaged and casework is continuing, with adjustments to pace and handling, driven by the need for all meetings to be held virtually. The Commissioner has reviewed and approved minor changes to the Business Plan to reflect what is known now about COPNI's capacity to cope**



**with the new way of working. There are still many uncertainties, but the Commissioner feels it is reasonable to commit at this time, to the objectives contained herein. The Commissioner acknowledges and is grateful for the support of the Sponsor Branch in DfC and commits to keeping the Branch informed of any significant changes, both in the normal reporting structures, and ad hoc if required.**

Corporate Plan Objective 1 : Respect		
Supporting Our Ageing Population	Statutory requirement : COPNI Act 2011, Section 3 (8) (a) to (d)	
Positive Ageing and ending age discrimination	PfG Outcome : 8	
Lead Officer : Commissioner and Communication & Engagement team	Budget :£253,000	
<p><b>1.1 Engagement with Older people: We have reviewed this element of the plan. We will maximise our ability to connect with stakeholders virtually.</b></p> <p>Themed engagement which will relate to the emerging Corporate Plan; Attendance at seminars and conferences; Visits to Older people (OP) where they live work and socialise; Ongoing responses to invitations from OP groups &amp; other stakeholders, and engagement focused on testing or co-producing advice to government based on technical or academic evidence. The Commissioner will actively engage with older people through events, forums and discussions in developing the new corporate plan.</p>		
Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Equal geographical spread across NI;</li> <li>• Equal Gender representation where appropriate;</li> <li>• Focus on diversity and inclusion of minority groups;</li> <li>• Recording levels of attendance, locations and feedback and accept 70% of request from the public.</li> <li>• A wide range of events tied to the themes within the Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring attendance levels at events;</li> <li>• Identify groups or areas where previous engagement has been lower based on previous records of activity around NI;</li> <li>• Working with various partners and advisory groups on ongoing research into issues affecting older people.</li> <li>• Actively review plans for conferences and events to ensure relevance and evaluate impact after attending events.</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner’s work based on direct evidence of OP’s lived experience;</li> <li>• A more informed and visible commissioner will be in a position to provide the most effective input to public discourse;</li> <li>• Increased empowerment of older people who are aware of the services and sources of assistance available to them.</li> <li>• Knowledge and information gained will positively impact the work of COPNI</li> </ul>

**Corporate Plan Objective 1 : Respect**

**Supporting Our Ageing Population  
Positive Ageing and ending age  
discrimination**

**Statutory requirement : COPNI Act 2011, Section 3**

**PfG Outcome : 4**

**Lead Officer : SMT and Communication and engagement team**

**Budget :£42,000**

**1.2 Planning for your Third Age**

To increase awareness of the issues facing people as they enter their third age (60+);  
To increase awareness of the impacts of services delivered on line – solutions and challenges;  
Produce guidance documents or add value to and support existing resources.

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Produce guidance documents or add to and support existing resources increasing the public discourse and/or producing a resource for people planning for their Third Age.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of information resources to reach as many OP as possible.</li> <li>• Fit for purpose, relevant and helpful resources for OP to help them plan for their Third Age.</li> </ul>	<ul style="list-style-type: none"> <li>• Older people will have improved access to and improved awareness of resources available to help them plan for their third age, improving health and financial choices and outcomes for older people.</li> <li>•COPNI may produce a guidance document or relevant advice to raise awareness of solutions for older people in the digital world.</li> </ul>

<b>Corporate Plan Objective 1 : Respect</b>	
<b>Supporting Our ageing Population Positive Ageing and ending age discrimination</b>	<b>Statutory requirement : 3</b>
	<b>PfG Outcome : 8</b>
<b>Lead Officer : SMT and Communication and engagement team</b>	<b>Budget :£108,000</b>

**1.3 Responding to public consultations by relevant authorities regarding matters that may impact older people and those who care for them.**

To continue to raise issues of relevance and importance to older people to all relevant public authorities through their public consultation exercises.

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Ensure that COPNI is a key consultee with all relevant public bodies</li> <li>• Ensure the best use of resources to address issues under consultation that are most impactful on older people</li> <li>• COPNI consultation responses are submitted within published deadlines to the relevant authorities and to the professional standard expected from COPNI</li> <li>• To publish the COPNI responses on the website within 2 days of submission to the consulting authority.</li> </ul>	<ul style="list-style-type: none"> <li>• All published material signed off at SMT level</li> <li>• Key messages considered for publication on website and social media</li> <li>• If of serious or significant nature, the Commissioner may engage directly with OP on the specific issue, and/or issue a media release drawing attention to the Commissioner's/OPs views.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that the interests of older people are promoted and safeguarded when policy or legislative changes are being considered;</li> <li>• Continued development of a body of knowledge/expertise at COPNI that assists the Commissioner to promote awareness of the issues and rights of older people.</li> </ul>

Corporate Plan Objective 1 : Respect		
Supporting Our ageing Population Positive Ageing and ending age discrimination	Statutory requirement : 3-5	
	PfG Outcome : 8	
Lead Officer : Head of Legal and Policy Advice		Budget :£222,000
<p><b>1.4 Responding to individuals who contact the Commissioner for assistance.</b></p> <p>Management of legal cases advocating for individual older people in compliance with all internal policies and good practice. Alternative dispute resolution or to provide financial support in the preparation and litigation of cases where resolution has not been successful.</p>		
Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• 75-120 live cases each year, quick enquiries and complex cases.</li> <li>• Accept requests for funding in line with policy.</li> <li>• Engage with partners and stakeholders (PSNI, DoJ, Office of Care and Protection) - To identify strategic themes emerging from legal cases</li> </ul>	<ul style="list-style-type: none"> <li>• Management of cases by legal officers in accordance with existing policies</li> <li>• Fortnightly conference of case work progress with Head of Legal and Policy Advice and Chief Executive</li> <li>• 6-12 week review of quick enquiries and transfer as appropriate to complex cases</li> <li>• Monthly reporting of enquiries and caseload management information to SMT meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing assistance for older people in need of advocacy to solve a problem or resolve a complaint with a Relevant Authority as determined by the COPNI Act 2011.</li> <li>• Learning from the outcomes of this advocacy work to improve awareness of issues impacting OP and policy work and advise government;</li> <li>• Using individual and collective complaint and casework evidence to undertake investigations which help inform policy and legislative changes in Northern Ireland;</li> <li>• Increased awareness of financial abuse;</li> </ul>

<b>Corporate Plan Objective 1 : Respect</b>	
<b>Supporting Our Ageing Population</b>	<b>Statutory requirement : COPNI Act 2011, Section 3</b>
<b>Positive Ageing and ending age discrimination</b>	<b>PfG Outcome : 8</b>
<b>Lead Officer : Head of Policy and Legal Advice</b>	<b>Budget :£39,000</b>

### 1.5 Loneliness

Project to be refined through the Corporate Plan consultation process. The Commission will meet with the Minister for Loneliness for the U.K. Continued engagement in local projects and with academics and experts including political engagement with the Cross Party Assembly Group on Loneliness. Subject to approval of new Corporate Plan: - scoping of advice to government on the development of a NI Strategy to combat Loneliness.

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Details to be refined in Q3+4 as the new Corporate Plan is published and begins</li> <li>• Draft Corporate plan is under review in the light of Covid 19. Matters such as shielding, support services, mental health and wellbeing arising directly from the pandemic are likely to be a focus.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff volunteering hours to the check in and chat service run by Age NI to engage with older people who are socially isolated as a result of shielding</li> <li>• Contribution to and participation in IPH North South Loneliness and Ageing Group (NS-LAG)</li> <li>• NI circulation and contribution to the International Loneliness and Social Isolation Research Network “Coping with Loneliness, Isolation and Covid 19” - (I-LINK) with IPH, Intl colleagues including the UK, Netherlands, Norway, New Zealand, Canada and the USA.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved connections with older people in a range of contexts across Northern Ireland</li> <li>• Connection with UK and International studies and research projects examining impact of loneliness and isolation on Older People.</li> </ul>

**Corporate Plan Objective 2 : Value**

**Advocating improvements for older people -  
Better Health and Social Care**

**Statutory requirement : COPNI Act 2011, Section 3 (1+3)**

**PfG Outcome : 4 and 8**

**Lead Officer : Commissioner and SMT**

**Budget :£110,000**

**2.1 Post Home Truths – Care Home Quality**

The Commissioner will work on projects to take forward the following 5 priority issues – Safeguarding, Workforce matters, Management of complaints, the Regulator and Regional contract for placement in a care home.

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Continue to liaise with Relevant Authorities to provide more information on actions to implement the recommendations of the Home Truths report;</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that the Commissioner acts entirely within the investigatory powers of the COPNI Act 2011, to establish what changes are being implemented through the recommendations of the Home Truths report.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration of the effectiveness of the Commissioner’s investigatory powers to drive improvement in care, safeguarding and regulation of services for older people in residential settings.</li> <li>• Changes in legislation, policy and work practice leading to improved lived experience for older people in care homes.</li> </ul>

**Corporate Plan Objective 2 : Value**

Advocating improvements for older people -	Statutory requirement : COPNI Act 2011, Section 3 (2)	
Better Health and Social Care	PfG Outcome : 4 and 8	
Head of Legal and Policy Advice	Budget :£48,000	
<p>2.2 Liaison with Department of Health and Department of Justice as a statutory advisor to government on an <b>Adult Safeguarding Bill</b> to protect older people from all forms of abuse and align NI with the rest of the UK:</p> <p>In light of the key recommendations in the Home Truths report and with the return of Ministers and a legislative Assembly, the Commissioner wishes to provide further advice to government on the introduction and enactment of an Adult Safeguarding Bill for NI.</p>		
Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Provide advice on an ongoing basis to the Minister for Health and Minister for Justice in line with pre legislative policy development, drafting and consultation of a Bill and the process of legislation through the Assembly.</li> </ul>	<ul style="list-style-type: none"> <li>• Work on draft bill to be carried out with recognised and authoritative legal technical advice;</li> <li>•COPNI will work with experts in the field and partner organisations to share experience on relevant legislation and best outcomes for OP.</li> </ul>	<ul style="list-style-type: none"> <li>• This is a key deliverable of the recommendations to government arising from the Home Truths report.</li> </ul> <p>An adult safeguarding bill will protect all adults at risk of abuse, but will particularly protect all older people who retain capacity to make their own decisions but who nevertheless are at risk of harm and abuse. It would have a range of powers and duties, but particularly;</p> <ul style="list-style-type: none"> <li>• A duty to report suspicions of abuse</li> <li>• A duty to make further enquiries on foot of such a report, and</li> <li>• A duty for authorities to co-operate to address abuse.</li> </ul>
Corporate Plan Objective 2 : Value		
Advocating improvements for older people -	Statutory requirement : COPNI Act 2011, Section 3 (1+3)	



Better Health and Social Care	PfG Outcome : 4 and 8	
Lead Officer : Head Of Legal And Policy Advice	Budget :£41,000	
<b>2.3 Examination of the Contract under which older people reside in Care Homes – the protection of Older peoples’ Rights:</b>		
<p>As a result of the Home Truths investigation into Dunmurry Manor the commissioner recommended changes to the Regional Care Homes contract that would provide better protection of the human rights of the older person in care. This project will advise and advocate with the HSC on the ongoing reform of the Regional Contract.</p>		
Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Ongoing advice to government until contract review is completed</li> <li>• Ongoing casework management on behalf of older people and their families</li> </ul>	<ul style="list-style-type: none"> <li>• Providing real life examples of the consequences of weaknesses of the current contract and learnings from casework undertaken by the Commissioner’s legal team to the officials reforming the Contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence based advice to government on the risks of breaches of Human Rights extant in the current policy and Contract.</li> <li>• Changes to the Regional Contract increasing the protection and interests of OP at the heart of these services.</li> <li>• Deeper understanding (for COPNI and stakeholders) of the commissioning and contractual status of the provision of care in residential and nursing settings in NI.</li> </ul>

<b>Corporate Plan Objective 3 : Protect</b>	
Statutory requirement : COPNI Act 2011, Section 3 (1+3)	

**Tackling Financial Abuse and Scams: protecting older victims of crime**

PfG Outcome : 8 and 7

Lead Officer : Head Of Legal And Policy Advice

Budget :£53,000

**3.1 Crime and Older People: Understanding older peoples' vulnerability. (Likely to straddle two financial years)**

Work with partners and commission research on whether older people are deliberately targeted by offenders on the basis of their age and/or vulnerability, and provide advice to government and to older people that will strengthen prevention of crime against older people.

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• Scoping research themes</li> <li>• Partner engagement with PSNI, Probation Board, DOJ and offenders)</li> </ul>	<ul style="list-style-type: none"> <li>• Work will be carried out to a high ethical and operational standard with partners to understand the factors that increase the vulnerability of older people (or not) to the actions of offenders and assess factors that may strengthen prevention of crime, or the resilience of older victims.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved outcomes and experiences for older people who are victims of crime, as a result of relevant stakeholders having greater insight into their perspectives and experiences both positive and negative</li> <li>• Implementation of the Commissioner's recommendations from previous advice to government on Crime against Older People.</li> <li>• Improved knowledge and understanding for COPNI and Justice partners on issues relating to crime and older people to be used to raise awareness of crime prevention measures for older people and advice to government (inc consultation responses, individual briefs etc.)</li> </ul>

## Corporate Plan Objective 3 : Protect

**Tackling Financial Abuse and Scams: protecting older victims of crime**

Statutory requirement : COPNI Act 2011, Section 3 (1+3)

PfG Outcome : 8 and 7

Lead Officer : Head Of Legal And Policy Advice

Budget :£24,000

### 3.2 Scamwise Partnership:

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;

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>• To attend Scamwise partnership meetings and promote the Scamwise messages;</li> <li>• To operate the Scamwise Facebook page on behalf of the partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• To attend and actively participate in the Scamwise partnership and events across NI;</li> <li>• 100% Moderation of interactive content of Facebook Page;</li> <li>• To maximise engagement through management of the analytics and algorithm;</li> <li>• Increased expertise by experience and training of the Communication and Engagement Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Further building on the success of the Scamwise partnership by increasing public awareness and reducing incidences were older people fall victim to scams;</li> <li>• Building strong relationships with key stakeholders to effectively deliver the aims of Scamwise;</li> <li>• To utilise these relationships to further help the work of COPNI in areas such as adult safeguarding.</li> </ul>

## Corporate Plan Objective 4 : Good Governance

Ensure effective, efficient and economical good practice in corporate governance	Statutory requirement : Management Statement and Financial Memorandum (MSFM)	
	PfG Outcome : 4,7 and 8	
Lead Officer : Chief Executive	Budget :£39,000	
<b>4.1 Provision of efficient and effective Corporate Governance in support of business objectives</b>		
<p>The Commissioner (Accounting Officer) will ensure the efficient and effective management of staff and resources to support the achievement of all of the Commissioner’s objectives. The Commissioner will ensure that appropriate internal controls and governance systems are in place that include Finance, Human Resources, Planning, Performance Management and Reporting.</p>		
<b>Quantity</b>	<b>Quality</b>	<b>Impacts</b>
<ul style="list-style-type: none"> <li>• Submit a costed outcomes-based business plan to DfC by 31 Jan</li> <li>• Develop, monitor and report on project plans for specific pieces of work</li> <li>• Approve management accounts within 10 working days of the end of the month;</li> <li>• Prepare Annual Report &amp; Financial Statements to comply with FREM and timeframes;</li> <li>• Prepare, approve and submit monthly and quarterly departmental reports on accountability and performance and attend Accountability meetings</li> <li>• Meet every quarter with the Audit and Risk Assurance Committee</li> <li>• Regular review of policies</li> <li>• Completed staff skills audit &amp; training plan</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver business plan targets within the allocated budget.</li> <li>• Use internal reviews and audit recommendations to maximise the efficiency and effectiveness of the support service</li> <li>• Monitor and report on performance against key targets and objectives</li> <li>• Review and update key systems and policies to support the achievement of the corporate objectives</li> <li>• Ensure the highest quality of reporting on Equality issues annually</li> <li>• Effective management of all Service Level Agreements for outsourced services and contracts with external suppliers of services and goods</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and timely delivery of all planned work;</li> <li>• Effective use of budget within funding allocation</li> <li>• High degree of financial transparency and probity</li> <li>• Effective management and reporting of risk</li> <li>• Continuous development and improvement in financial management, policy development and planning</li> <li>• Highly skilled staff with excellent internal and external relationships</li> </ul>
<b>Corporate Plan Objective 4 : Good Governance</b>		
Statutory requirement : Management Statement and Financial Memorandum		

**Ensure effective, efficient and economical good practice in corporate governance**

**PfG Outcome : 4,7 and 8**

**Lead Officer : Chief Executive**

**Budget £6,000**

## 4.2 Pay Dispute

Resolve the ongoing pay dispute with staff relating to the provision of pay progression

Quantity	Quality	Impacts
<ul style="list-style-type: none"><li>• Subject to DoF and DfC approval of Commissioner's business case</li><li>• Make payment of retrospective entitlements to staff</li></ul>	<ul style="list-style-type: none"><li>• Ensure accuracy of all calculations of payments</li><li>• Prompt payment of all outstanding salary</li><li>• Ensure staff are paid on the correct new level of their scale</li><li>• Deal fully and promptly with staff queries</li></ul>	<ul style="list-style-type: none"><li>• All current staff to be paid at the correct level</li><li>• Improvement in staff morale regarding pay equity</li><li>• Improvement in staff retention on the basis of dissatisfaction re pay equity</li></ul>

**Corporate Plan Objective 4 : Good Governance**

Ensure effective, efficient and economical good practice in corporate governance	Statutory requirement : Management Statement and Financial Memorandum
	PfG Outcome : 4,7 and 8

Lead Officer : Chief Executive	Budget £17,000
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### 4.3 Organisational Review

Subject to the Commissioner’s new Corporate Plan; to review staffing and skills to ensure delivery of the 2020-2024 work and make any necessary changes

Quantity	Quality	Impacts
<ul style="list-style-type: none"> <li>To carry out or commission a review of the organisation structure to address changes in the quantity and complexity of work to deliver the 2020-2024 Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>To complete with the utmost transparency and consultation with staff</li> <li>To seek to address recommendations as quickly and completely as possible</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the ongoing fitness for purpose of COPNI to deliver the Commissioner’s statutory duties effectively and efficiently</li> </ul>

<b>2020-21 Projected Expenditure</b>		
	<b>£</b>	<b>Totals £</b>
2020-21 Salaries		781,295
Non-Discretionary Expenditure		9,955
Overheads		167,883
Programme Expenditure		32,867
<b>Objectives</b>		
1. RESPECT: Supporting our Ageing Population by Promoting Positive Ageing & Ending Age Discrimination	664,000	
2. VALUE: Advocating for Improvements for Older People – Better Health & Social Care	199,000	
3. PROTECT: Tackling Financial Abuse and Scams & Protecting Older Victims of Crime	77,000	
4. GOOD GOVERNANCE: Ensure effective, efficient and economical good practice in corporate governance	62,000	
<b>Total projected expenditure excluding depreciation and capital</b>		<b>992,000</b>
Depreciation		<b>10,000</b>
<b>Total projected expenditure including depreciation</b>	<b>1,002,000</b>	<b>1,002,000</b>