



Commissioner for Older People  
for Northern Ireland

# Business Plan

2013/14

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## INTRODUCTION

The Commissioner for Older People NI, currently Claire Keatinge, was appointed for an inaugural term of 4 years in November 2011. The appointment was made under enabling legislation; The Commissioner for Older People Act (NI) 2011. The statutory duties are set out in article 3 of the Act and are set out below. Additionally the Commissioner is granted a range of wide reaching powers under articles 4-24 of the Act.

## Duties of the Commissioner

*(extract from Articles 3, 7 & 8 of the Commissioner for Older People Act (NI) 2011).*

*3.(1) The Commissioner must promote an awareness of matters relating to the interests of older persons and of the need to safeguard those interests.*

*(2) The Commissioner must keep under review the adequacy and effectiveness of law and practice relating to the interests of older persons.*

*(3) The Commissioner must keep under review the adequacy and effectiveness of services provided for older persons by relevant authorities.*

*(4) The Commissioner must promote the provision of opportunities for, and the elimination of discrimination against, older persons.*

*(5) The Commissioner must encourage best practice in the treatment of older persons.*

*(6) The Commissioner must promote positive attitudes towards older persons and encourage participation by older persons in public life.*

*(7) The Commissioner must advise the Secretary of State, the Executive Committee of the Assembly and a relevant authority on matters concerning the interests of older persons*

*(a) as soon as reasonably practicable after receipt of a request for advice; and (b) on such other occasions as the Commissioner thinks appropriate.*

*(8) The Commissioner must take reasonable steps to ensure that*

*(a) older persons are made aware of*

*(i) the functions of the Commissioner;*

*(ii) the location of the Commissioner's office; and*

*(iii) the ways in which they may communicate with the Commissioner;*

*(b) older persons are encouraged to communicate with the Commissioner;*

*(c) the views of older persons are sought concerning the exercise by the Commissioner of the Commissioner's functions;*

*(d) the services of the Commissioner are, so far as practicable, made available to older persons in the locality in which they live.*

## PRIORITIES

The Commissioner's Corporate Plan is being published for consultation during the 1<sup>st</sup> quarter of 2013. Thereafter consultation responses will be analysed and changes made to the Corporate Plan as required. From the soundings taken in the autumn of 2012, the Commissioner is confident that this business plan and the activities in the first quarter of 2013 are unlikely to be materially affected by the outcome of the consultation. Further consideration and if necessary, revision, of the latter Quarters of this plan will be reviewed and amended if necessary when the Corporate Plan is finalised and published.

This plan addresses the work streams to be commenced in April 2013. At least two of the larger planned projects are intended to extend throughout the 2014/15 FY, and one will conclude in the last few months of the Commissioner's term in office, (due to end November 2015).

The priorities and associated projects are described in the order of the statutory duties to which they apply. This does **not** notify a hierarchy of importance. Not all projects are of equal weight, but the proportional effort and expenditure will be clear from the timescale and budget attached to each. As expected in all organisations, a measured approach has been taken to the desired outcomes of each project in light of current resources, and proposed recruitment of permanent staff.

Each project will have a project plan and will be managed by the teams in engagement/media, policy advice and legal divisions.

## BUDGETS

The indicative budget for the 2013/14 financial year is £928k. This is profiled into indicative cost lines **at programme and priority level**. The budget allocated to priorities reflects both staff and non-staff costs. The projects listed in this plan represent **approximately 79% of the activity of total human resources available and anticipated throughout the recruitment campaign**. The excluded 21% of time accounts for the usual corporate activities such as attendance at training and development activities, being available to assist management, tasks to deal with unforeseen issues that arise and input to other teams' work on an ad-hoc basis.

There will be flexibility and movement of budget and human resources across the Programme as required. All work will be taken forward with a proportionate project management approach.

The Programme will be overseen and managed by the CEO (Head of Operations until CEO is appointed).

## FORECAST EXPENDITURE

Forecast Expenditure					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	£'000	£'000	£'000	£'000	£'000
<b>Priority 1.</b> Promote Positive Attitudes towards and about older people	26	64	33	15	138
<b>Priority 2.</b> Review the adequacy and effectiveness of law and policy in relation to older people	35	61	83	54	233
<b>Priority 3.</b> Promote the provision of opportunities for, and the elimination of, discrimination against older people	11	26	21	10	68
<b>Priority 4.</b> Encourage best practice in the treatment of older people.	11	15	53	41	120
<b>Priority 5a</b> – Corporate Governance (Effective and efficient governance)	58	52	72	32	214
<b>Priority 5b</b> – Corporate Governance (Programme of recruitment of permanent staff)	28	40	45	42	155
<b>TOTAL</b>	<b>169</b>	<b>258</b>	<b>307</b>	<b>194</b>	<b>928</b>

*Evelyn Hoy*

**Evelyn Hoy**

**Head of Operations**

**Corporate Plan Priority 1. Promote awareness of the needs of Older People**

Legislative Imperative: s.3(1) of the Commissioner for Older People Act (Northern Ireland) 2011:

<http://www.legislation.gov.uk/nia/2011/1/section/3>

Programme Level budget: £138k

Project Title	Actions				
<p><b>Awareness of the positive contribution of over-60's in NI. (April 2013 – March 2014)</b></p>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation (profiled)</b>
	Commission research to carry out survey/exercise to determine the net contribution of over-60's to NI economically and socially	Analysis of research findings – testing and drafting report	Printing and Publication of report highlighting positive contribution of older people.	Event/Dissemination of report	Q1 – £11,000 (time cost)
	<b>Outputs</b>			<b>Outcome</b>	Q2 - £46,000 (includes time and research costs)
	Primary research data and desk review	Internal draft document setting out findings.	Published document ready for the proposed audience.	Improved awareness of the positive contribution of Older people	Q3 - £18,000 (time and printing costs)
	<b>Measures</b>				<b>Total £90,000</b>
	Setting baseline – media/public discourse of older			Uptake of Media interest in positive contribution.	

	people as a burden to society.			Qualitative change in public discourse.	
<b>Project Title</b>	<b>Actions</b>				
<b>Employment for older people. (April 2013 – March 2014)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Convene round table of employers in public and private sector.  Gather information on attitudes relating to the benefits and challenges of employing older people.	Prepare and Publish the findings of the round table discussions.	Advise government (recommendations for specific departments)  Disseminate information		Q1 – £15,000 (time and event costs)  Q2 - £18,000 (time and publishing costs)  Q3 - £15,000 (time costs)  <b>Total costs £48,000</b>
	<b>Outputs</b>			<b>Outcome</b>	
	Primary and secondary data  Analysis of outputs from round table and desk research	Published document/website content.	Awareness campaign – dissemination of information	Improved awareness in employers group of the positive contribution older people can make to their businesses.	
	<b>Measures</b>				
	Baseline to be determined in qualitative terms through CBI, IOD, ACAS and other representative			Evaluation of the published material by baseline groups and uptake of the employment issues by media.	

	bodies, inc trades unions.				
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<p><b>Corporate Plan Priority 2. Keep under review the adequacy and effectiveness of law and services relating to Older People</b></p> <p>Legislative Imperative: s.3(2) and s.3(3) of the Commissioner for Older People Act (Northern Ireland) 2011  <a href="http://www.legislation.gov.uk/niu/2011/1/section3">http://www.legislation.gov.uk/niu/2011/1/section3</a></p> <p>Programme Level budget: £233k</p>					
<b>Project Title</b>	<b>Actions</b>				
<p><b>Review of Standards and effectiveness of inspections relating to domiciliary care for older people. (June 2013 – May 2014)</b></p>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
		Discuss terms of reference and scoping of project with RQIA and others.	Initiation, primary research into standards and legislation	Examination of compliance with existing standards (nb this project will be carried through the duration of this Commissioner's term and will conclude in Q1 of 2015/16 with a report to government)	Q2 - £7000 (time)  Q3 - £31,000 (time and research)  Q4 - £8000 (time)
	<b>Outputs</b>			<b>Outcome</b>	
	<b>Measures</b>				<b>Total cost £46,000</b>





Project Title	Actions				
<b>Responding to consultations relevant to the issues of older people<sup>1</sup>. (Ongoing)</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation
	Ongoing	Ongoing	Ongoing	Ongoing	Q1 - £8,000 (time)
	Outputs			Outcome	Q2 - £8,000 (time)
	Consultation responses	Consultation responses	Consultation responses	<p>The Commissioner will be a responsive consultee in relation to policy and services that relate specifically to the interests of Older People.</p> <p>This, and our own programme of engagement with older people for proposals (to gov) of changes, will ensure that older people have opportunities to be involved across government in the design &amp; development of policies &amp; planning processes that affect them.</p>	Q3 - £8,000 Q4 - £8,000 <b>Total costs £32,000</b>

<sup>1</sup> Consultations received by the Commissioner’s Office will be tested against set criteria to determine relevancy to Older People before being included in this work stream.

	<b>Measures</b>				
	Consultation Log will record all consultation requests received and management information will be required quarterly to monitor work stream.				

Project Title	Actions					
<b>Responses to individuals who contact the Commissioner for assistance</b>  <b>(Ongoing)</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	<b>Resource Allocation</b>	
	Ongoing					Q1 £9,000
	<b>Outputs</b>				<b>Outcome</b>	
	Quarterly reports to Management on progress of individual enquiries. Development of enquiry protocols and procedures, inc selection of enquiries to take forward, milestones and closing files.				The Commissioner will fulfill her statutory duty to be available to individuals' and encourage older people to communicate with her.	Q2 - £9,000 Q3 - £10,000 Q4 - £10,000  <b>Total - £38,000 (all time costs)</b>
	<b>Measures</b>					
	Enquiry database will record all consultation requests received and management information will be required quarterly to monitor work stream.					

Project Title	Actions				
<b>Development of the Commissioner's Corporate Plan for 2013-2015.</b>  <b>(April 2013 – March 2014)</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation
	Drafting of the consultation document for the Commissioner's triennial Corporate Plan (for the remainder of the extant term)  Consultation process of the Corporate Plan.  Analysis of the consultation responses and recommendations for changing the document	Completion and publication of the Corporate plan.		Annual review of Corporate Plan.  Development of the business plan for 2014/15 and submission of draft doc to OFMDFM.	Q1 - £7,000 (time)  Q 2 - £11,000 (time and publishing)  Q3 - £8,000 (time)  <b>Total costs - £26,000</b>
	<b>Outputs</b>			<b>Outputs &amp; Outcome</b>	
	Published Corporate Plan consultation version.  Media event to launch	Published Corporate Plan launched.		Draft 2014/15 business plan for submission to OFMDFM.	

	plan consultation				
	Report of the analysis of consultation responses and recommendations on any proposed changes to the master document.				
	<b>Measures</b>				
	Consultation launched before end March 2013	Analysis report on consultation responses provided		Draft business plan 14/15 ready to be submitted to OFMDFM.	
	Media interest generated to Commissioner's satisfaction.	Changes made and final Corporate Plan version published and launched.			

<b>Project Title</b>	<b>Actions</b>				
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
<b>Review of Legislation relating to Social Care in NI (April 2013 – March 2014)</b>	Develop partnership arrangements with Age NI and others	Commission research through tender competition.	Sign off Final report after agreement with Partnership Board.	Publish document and implement handling plan.	Q 1 - £11,000 (time costs)
	Review and clear lines with DHSSPS	Manage relationship with	Analysis of gaps in		Q 2 - £26,000 (time and research costs)

	and other potential partners  Draft and agree scope of legislative review with partners.  Set up project management arrangements	contractor and sign off interim report  Report back to partner steering group on quality and progress of contracted work	legislation and recommendations to government for additional primary of secondary legislation – draft document and agree content with partners.  Agree handling and dissemination plan with partners.		Q3 - £26,000 (time and research costs)  Q4 - £17,000 (time and publishing costs)  <b>Total costs - £80,000</b>
<b>Outputs</b>				<b>Outcome</b>	
	Partnership Board convened and agreed Terms of research for project  List of select tender recipients collated and agreed by Partnership Board	Tender competition advertised  Panel convened to select contractor  Initiation meeting held with appointed tenderer.  Interim report delivered and accepted by Partnership Board	Receive and accept Final Report.  Analysis of the legislative gaps report completed and submitted back to the Partnership Board	Government receives greater clarity around the legislative framework underpinning social care, gaps in the framework and the impacts these may have on practice and services.	
<b>Measures</b>					
			Partnership Board signs off on Final report and completed contract.	DHSSPS and the Assembly Committee for Health are made	

			Partnership Board agrees the final draft of the report to Government.	aware of the above.	
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**Corporate Plan Priority 3. Provision of opportunities for, and elimination of discrimination against older people.**

Legislative Imperative: s.3(4) of the Commissioner for Older People Act (Northern Ireland) 2011

<http://www.gov.uk/nia/2011/1/section/3>

Programme Level budget: £68k

Project Title	Actions					
<b>Active Ageing Strategy (AAS)<sup>2</sup> (Ongoing)</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation	
	Chairing the AAS Advisory Group	Responding to the Consultation on the AAS.	Watching brief for final version of AAS. Public comment on final version.		Q1 -£ 11,000 (time costs)  Q2 - £15,000 (time costs)	
	<b>Outputs</b>			<b>Outcome</b>		
	Meetings as convened in agreement with OFMDFM	Consultation response document provided to OFMDFM and published.	Attendance at Launch (?) Media comment	Commissioner will have fulfilled her role in commenting on and influencing the development of the AAS.	Q3 - £11,000 (time costs)  <b>Total costs £37,000</b>	
	<b>Measures</b>					
	At least one	Production and	If required to,			

<sup>2</sup> Timing of the work stream is dependent on progress from OFMDFM on Active Ageing Strategy.

	meeting of the AAS Advisory Group before the consultation document is finalized.	publication of a consultation response	address media enquiries in relation to the AAS publication		
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<b>Project Title</b>	<b>Actions</b>					
<b>Age Goods, Facilities and Services. (AGFS) (Ongoing)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>	
		Editorial produced for the Commissioner's website and other publications, setting out the Commissioner's view on the development of the AGFS for all age groups.				Q2 - £11,000 (time)
	<b>Outputs</b>			<b>Outcome</b>		
		Published material		Commissioner will have fulfilled her role in safeguarding and promoting the interests of older people.		
	<b>Measures</b>					
		Publication of the material.				<b>Total cost £11,000</b>

Project Title	Actions					
Pensioner Poverty – take up of pension credit. (Ongoing)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation	
			Meet with DSD and review the efficacy of the Making the Call Campaign and proposals for any future advertising of pension credit uptake.	Take part in the Make the Call Campaign 2013, or an alternative.	Q3 - £10,000 (time)  Q 4 - £10,000 (time)  <b>Total costs £20,000</b>	
	<b>Outputs</b>			<b>Outcome</b>		
			Meeting attended and statistics relating to the outcome of the campaign published on Commissioner’s website.	Commissioner will be highlighting issues relating to poverty in old age and take up of benefits.		
	<b>Measures</b>					
			Increased takeup of benefits			

**Corporate Plan Priority 4. Encourage best practice in the treatment of older people.**

Legislative Imperative: s.3(5) of the Commissioner for Older People Act (Northern Ireland) 2011

<http://www.legislation.gov.uk/nia/2011/1/section/3>

Programme Level budget: £120k

Project Title	Actions				
<b>Uptake of Carers Assessments by older carers</b>  <b>(July 2013 – March 2014)</b>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation
		Gather evidence of the extent of the differential between NI and GB in the uptake of carers assessments	Analyse and test the reasons for the differential uptake, reach conclusion and produce report	Report and make recommendations to government and publish findings.	Q2 - £15,000 (time)  Q3- £15,000 (time)
	<b>Outputs</b>			<b>Output/Outcome</b>	Q4 - £18,000 (time and publishing)
		Body of primary data and desk research	Analysis of causal factors and development of draft report.	Published document for government including recommendations.  Document published on COPNI website and disseminated to other stakeholders  Media planned and implemented.	<b>Total £48,000</b>

				<b>Outcome –</b> Commissioner will fulfill statutory duty.	
	<b>Measures</b>				
		Quality of evidence sufficiently robust to meet terms of reference and be used in further analysis.	Test of hypothesis of causal links with experts, key stakeholders.	Published document is disseminated without adverse criticism of methodology or veracity.	

Project Title	Actions				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Resource Allocation
<b>Poor detection and prosecution rates of crimes against Older People. (Ongoing)</b>	Continue correspondence and meetings with PSNI inc Chief Constable		Engage with Policing Board	Convene a roundtable of the relevant agencies of the criminal justice system to highlight the poor performance of detection and prosecution of crimes against older people.	Q1 - £11,000 (time)  Q3 - £38,000 (time and research)  Q4 - £23,000 (time and events)
	<b>Outputs</b>			<b>Outcome</b>	<b>Total - £72,000</b>
	Ongoing correspondence and meetings		Meeting with officials of the Board and possibly	Publish the headlines of the discussion and	

			engaging directly with the Board	follow up any action points arising from the Round table <b>Outcome</b> – Commissioner will fulfill statutory duty and increase profile of this issue	
	<b>Measures</b>				
	Adherence to COPNI correspondence reply policy		Meeting has happened	Roundtable has occurred and headlines published.	

## Corporate Plan – Effective and efficient governance

### Corporate Services

Legislative Imperative: Schedule 1 to the Commissioner for Older People Act (Northern Ireland) 2011

<http://www.legislation.gov.uk/nia/2011/1/schedule/1>

Programme Level budget – £214k

Work stream	Actions				
<b>Business Planning and Monitoring (Ongoing)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Preparation, review and submission of monthly and quarterly Departmental reports and internal financial monitoring. Update of project and annual budgets.	Preparation, review and submission of monthly and quarterly Departmental reports and internal financial monitoring. Update of project and annual budgets.	Preparation, review and submission of monthly and quarterly Departmental reports and internal financial monitoring. Update of project and annual budgets.	Preparation, review and submission of monthly and quarterly Departmental reports and internal financial monitoring. Update of project and annual budgets.	Q1 - £15,000 (time and part SLA) Q2 - £15,000 (time and part SLA) Q3 - £15,000 (time and part SLA) Q4 - £15,000 (time and part SLA)
	<b>Outputs</b>			<b>Outcome</b>	
	Preparation and submission of monthly Drawdown information.	Preparation and submission of monthly Consumption Reports.	Preparation and submission of internal financial monitoring information.	Provision of up to date financial information for Commissioner and management team and for OFMDFM.	<b>Total £60,000</b>

	Preparation of specific quarterly and adhoc departmental reports.	Preparation of quarterly Monitoring Round bids/easements	Monthly flexing of budget profile. Drafting annual budget for the following financial year.	Completion of Departmental returns as expected. Exercise of principles of sound financial control and management for income and expenditure in line with agreed plan and overall budget.	
	<b>Measures</b>				
	Monthly, quarterly and ad hoc reports are prepared on time to meet Departmental requirements.	Internal financial monitoring meetings are conducted monthly.	Monitoring bids are completed on time.	Annual budget is drafted and aligned to annual plan by end of February 2014 and is within the 0.5% target	
<b>Work stream</b>	<b>Actions</b>				
<b>Audit and Risk Committee (Quarterly)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Preparation of standing and other data for quarterly ARAC meeting.	Preparation of standing and other data for quarterly ARAC meeting.	Preparation of standing and other data for quarterly ARAC meeting.	Preparation of standing and other data for quarterly ARAC meeting.	Q1 - £9,000 (time) Q2 - £9,000 (time) Q3 - £9,000 (time) Q4 - £9,000 (time)
	<b>Outputs</b>			<b>Outcome</b>	
	Agreed timetable for ARAC meetings.	Agreed agenda for non standing items with updates from previous quarter's action point list.	Provision of information to ARAC attendees as agreed in advance of meeting.	ARAC meetings convened and held as intended to deal with governance and risk based	<b>Total £36,000</b>



				issues.	
	Appropriate attendees at ARAC meeting.	Meeting minuted with minutes made available to Commissioner and CEO/HoO for approval within 2 weeks of meeting and available for distribution to CSM and wider within a further 2 weeks.	Action plan enacted prior to next ARAC meeting.	Commissioner's compliance with best practice governance procedures. Exercise of greater discipline in identifying, monitoring and mitigating risk to financial and general internal controls.	
	<b>Measures</b>				
	ARAC meetings occur quarterly as planned.	Information is forwarded to ARAC attendees before meetings.	Minutes are approved and circulated within agreed time frames.	Action points are enacted prior to following meeting.	
<b>Work stream</b>	<b>Actions</b>				
<b>Internal Audit (Ongoing)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Finalisation of 2012-13 internal audit procedures.	Nothing.	End of Q3 commencement of 2013-14 procedures.	Continuation of 2013-14 procedures.	Q1 - £23,000 (time and IA£8.7k)
	<b>Outputs</b>			<b>Outcome</b>	Q2 - £11,000 (time and IA)
	Receipt of all 2012-13 IA reports. Including those noted in Goldblatt McGuigan's strategy document and Information	Q3 – Receipt of IA reports on phase 1 of 2013-14 work. Meeting with IA to review findings.	Q4 – Receipt of IA reports on phase 2 of 2013-14 work. Meeting with IA to review findings.	Reports from IA to be reviewed, presented to ARAC and acted upon. Identification of internal control risks by internal audit.	Q4 - £12,000 (time and IA) <b>Total £46,000</b>

	Governance. Meeting with IA to review findings.			Reduction in external audit priority 1 issues.	
				Increase in controls and mitigation of risk to COPNI in those areas addressed by IA. Enhancement of confidence in reporting for stewardship statement and year-end annual report.	
	<b>Measures</b>				
	Reports are received from IA. Meeting has occurred.	Update on progress against recommendations provided to ARAC.	Reports are received from IA. Meeting has occurred.	Reports are received from IA. Meeting has occurred. Update on progress against recommendations provided to ARAC.	
<b>Work stream</b>	<b>Actions</b>				
<b>Preparation of Accounts (Annual)</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Preparation of monthly accounting information and drafting 2012-13	Preparation of monthly accounting information, quarterly	Preparation of monthly accounting information, quarterly	Preparation of monthly accounting information and quarterly	Q1 - £6,000 (time and SLA)

	annual report and financial statements.	management accounts and completing 2012-13 annual report and financial statements. Providing information for audit.	management accounts and laying and printing 2012-13 annual report and financial statements.	management accounts.	Q2- £12,000 (time and SLA)
	<b>Outputs</b>			<b>Outcome</b>	Q3- £31,000 (Time/SLA inc with Ex auditor - £8.5k Publishing £2k Audit £11.5k)
	Preparation of an accruals based monthly trial balance for consumption reports.	Preparation of full management accounts on a quarterly basis for management meeting purposes.	Preparation of the 2012-13 annual report and financial statements.	Compliance by Commissioner with principles of financial control. Preparation of information for reporting purposes. Annual report and accounts prepared and audited.	Q4- £3,000 (time and SLA)
	Provision of information for audit and audit visit completed.	Annual Report and accounts completed and audit report provided. All signed.	Accounts document laid and printed.	Report printed and uploaded to COPNI website.	<b>Total £52,000</b>
	<b>Measures</b>				
	Trial balance prepared monthly.	Management accounts prepared quarterly.	Annual report and financial statements prepared for audit with minimal changes and laid/printed within OFMDFM timeframe.	Annual report and financial statements made available on website.	

Work stream	Actions				
Review of Risks (Quarterly)	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
	Ongoing review of known risks and identification of new risks. Update of Risk Register. Feedback to ARAC meeting.	Ongoing review of known risks and identification of new risks. Update of Risk Register. Feedback to ARAC meeting. Formal management meeting to review and revise Risk Register. Presentation of new Risk Register to ARAC.	Ongoing review of known risks and identification of new risks. Update of Risk Register. Feedback to ARAC meeting.	Ongoing review of known risks and identification of new risks. Update of Risk Register. Feedback to ARAC meeting. Formal management meeting to review and revise Risk Register. Presentation of new Risk Register to ARAC.	Q1 - £5,000 (time) Q2 - £5,000 (time) Q3 - £5,000 (time) Q4 - £5,000 (time)  <b>Total £20,000</b>
	<b>Outputs</b>			<b>Outcome</b>	
Quarterly review of risks for inclusion on Risk register.	Formal meetings to review Risks on Register, agreement on new risks, review of controls mitigating the potential impact of identified risks and amendments to Risk Register.	Presentation of updated register to ARAC.	Ongoing focus on the identification, managing and mitigation of potential risks to COPNI. Enhanced confidence in governance procedures. Less likelihood of risk to reputation.		

					<b>Measures</b>				
		Management meeting occurred. Risk register presented to ARAC .				Management meeting occurred. Risk register presented to ARAC .			

**Corporate Plan – Effective and efficient corporate governance.**

**Programme of recruitment of permanent staff.**

Legislative Imperative: Schedule 1 to the Commissioner for Older People Act (Northern Ireland) 2011

<http://www.legislation.gov.uk/ni/2011/1/schedule/1>

Programme Level Budget: £155k

	<b>Actions</b>					
<b>Project Title</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>	
<b>Recruitment of Tranche 1 (April 2013- March 2014)</b>	Preparation of all candidate booklets, job descriptions and advertising copy.  Development of panels for each competition and training of panel members if	Panels convened and competitions implemented and completed.  Appointment and induction of permanent staff.	Review of induction and quarterly performance reviews undertaken.  (Note: during probation period quarterly performance reviews will be	Review of induction and quarterly performance reviews undertaken.	Q1 - £28,000 (time and advertising costs of £3k) Q2 - £20,000 (time and external interview panel costs of £3k) Q3 £5,000	

	required.		undertaken by line managers).		(time) Q4 £5,000 (time)
	<b>Outputs</b>			<b>Outcome</b>	<b>Total costs £58,000</b>
		Competition results and candidates selected			
	<b>Measures</b>				
	Paperwork cleared by CEO and Commissioner with minimal amendment. All paperwork meets legislative and policy requirements	No successful challenges to the recruitment process. Successful candidate fit for employment.			
<b>Project Title</b>	<b>Actions</b>				
	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
<b>Recruitment of Tranche 2 (June 2013- May 2014)</b>		Preparation of all candidate booklets, job descriptions and advertising copy.  Development of panels for each competition and training of panel members if	Panels convened and competitions implemented and completed.  Appointment and induction of permanent staff.	Review of induction and quarterly performance reviews undertaken.  (Note: during probation period quarterly performance reviews will be undertaken by line managers).	Q2 - £20,000 (time and advertising costs of £3k) Q3 - £20,000 (time and external interview panel costs of £3k) Q4 £5,000 (time)

		required.			<b>Total costs £45,000</b>
	<b>Outputs</b>			<b>Outcome</b>	
		All necessary paperwork produced and submitted for approval.	Competition results and candidates selected		
	<b>Measures</b>				
		Paperwork cleared by CEO and Commissioner with minimal amendment. All paperwork meets legislative and policy requirements	No successful challenges to the recruitment process. Successful candidate fit for employment		
	<b>Actions</b>				
<b>Project Title</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Resource Allocation</b>
<b>Recruitment of Tranche 3 (Sept 2013 – Aug 2014)</b>			Preparation of all candidate booklets, job descriptions and advertising copy.  Development of panels for each competition and training of panel members if	Panels convened and competitions implemented and completed.  Appointment and induction of permanent staff.	Q3 - £20,000 (time and advertising costs of £3k) Q4 - £32,000 (time and external interview panel costs of £3k)

			required.		<b>Total costs £52,000</b>
	<b>Outputs</b>			<b>Outcome</b>	
			All necessary paperwork produced and submitted for approval	Competition results and candidates selected	
	<b>Measures</b>				
			Paperwork cleared by CEO and Commissioner with minimal amendment. All paperwork meets legislative and policy requirements	No successful challenges to the recruitment process. Successful candidate fit for employment	

**Total costs £928,000**