

COPNI  
Business Plan

2015/16

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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. The Commissioner, Ms Claire Keatinge, took up office in November 2011 for a four year term which will run until November 2015.

COPNI is an executive Non-Departmental Public Body (NDPB) sponsored by the Office of the First Minister and deputy First Minister (OFMDFM).

## **Corporate Plan**

The Corporate Plan 2013-15 links directly to the statutory duties and powers of the Commissioner as enshrined within the enabling legislation.

This plan sets out the key corporate objectives to be achieved by November 2015. These objectives are to:

1. Promote positive attitudes towards and about older people;
2. Review the adequacy and effectiveness of law and policy in relation to older people;
3. Promote the provision of opportunities for, and the elimination of, discrimination against older people;
4. Encourage good practice in the treatment of older people; and
5. Ensure 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 is on the themes of: ***Hope, Confidence and Certainty***

### ***Hope***

- Hope that our society celebrates the good news that more of us are living longer and healthier lives.

- Hope that the Government invests in the health and wellbeing of the current and future generations of older people.
- Hope 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.

### **Confidence**

- Confidence that older people will be recognised first and foremost 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.
- Confidence that older people will receive equal treatment, will be enabled to live safe and healthy lives with their views and ideas listened to and considered and have their contribution to society recognised and valued.

### **Certainty**

- Certainty 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.
- Certainty that protection and support for vulnerable older people is an absolute priority for our society.

## **International Framework**

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

## **Business Plan 2015/16**

This business plan sets out the planned business activities for the 2015/16 period which stem from and align to the Corporate Plan 2013-15. The period of this business plan is from April 2015 to November 2015 (when the current Commissioner's term of office expires) and proposes activity to March 2016, either under the new term of the current Commissioner, or subject to the views and commitment of a new Commissioner. This plan will be submitted to OFMDFM for approval in February 2015.

As with previous business plans, this plan identifies the key programmes of work to be implemented and the key targets to be met during the course of the year. The purpose of the business plan is to clearly demonstrate the level of progress required in year towards the achievement of the Corporate Plan priority objectives within the appropriate timescales.

As Accounting Officer, responsibility for this business plan rests with the Commissioner supported principally by the Chief Executive and heads of her functional divisions/units. Progress towards the achievement of these targets and objectives will be monitored closely and reported on throughout the business year.

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

## **Internal Unit Plans**

This business plan is supported internally by detailed departmental plans and individual project plans where appropriate. These are developed by each department head and agreed with all members of the team taking forward the work. In turn each plan filters down to individual work plans and personal agreements of the Commissioner's staff. All internal planning includes an analysis of the risks attached to each individual project.

## **Resource Assumptions**

There is a high degree of uncertainty about the likely budget allocation for the 2015/16 financial year. The 2014/15 year was subject to a series of cuts; the first cut of 3.5% was to the opening allocation, this was followed by in year cuts arising from the monitoring rounds, the first of which was 4.4% of the revised opening allocation. The total value of the cuts to COPNI during 2014/15 was 7.8% (representing £71K).

For the purposes of planning only a 7% cut to the opening allocation has been assumed.

This budget 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 85% of the activity of total human resources available**. The excluded 15% 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.

COPNI will continue to exercise flexibility around the movement of budget and human resources across the 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 Managing Public Money NI.

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**Claire Keatinge**  
**Commissioner**  
**& Accounting Officer**

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**Evelyn Hoy**  
**Chief Executive**

## Corporate Plan Objective 1

### Promote positive attitudes towards and about older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
1.1	Reducing pensioner poverty	COPNI Act 2011	To reduce levels of pensioner poverty by increasing uptake of benefits by older people and those who care for them.	Anna McAlister	Commissioner to continue support for the Make the Call campaign	Commissioner to appear in and endorse the message of the 2015/16 advertising campaign (subject to Department for Social Development funding).  Data analysis of impact of campaign to be conducted by Government Advertising Unit and sent to COPNI.	Staff Costs: £16,504  Overhead: £3,479  Total: £19,983
1.2	Report of the inaugural term of the Commissioner for Older People in Northern Ireland	COPNI Act 2011	To record the evolution of COPNI in the inaugural term, including all projects, outputs, activities with and on behalf of older people and the establishment and development of the organisation.	Evelyn Hoy	Production of a legacy report	Publication of a report to Government on the inaugural term of the Commissioner for Older People.	Staff Costs: £67,418  Overhead: £14,949  Programme: £15,000  Total: £97,367

## Corporate Plan Objective 1

### Promote positive attitudes towards and about older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
1.3	Increase awareness of the work of the Commissioner for Older People and promote positive attitudes and issues relating to older people in the media	COPNI Act 2011	To ensure that the work of the Commissioner for Older People is widely publicised.	Anna McAlister	<p>Communications strategy incorporating a range of communications platforms in place and regularly reviewed.</p> <p>Daily media monitoring to identify emerging issues and opportunities for public comment by the Commissioner.</p> <p>Monthly, quarterly and annual reports to review media coverage and performance.</p>	<p>Colleagues informed of relevant issues in media.</p> <p>Targets for media coverage to be established on project by project basis.</p> <p>Opportunities identified for reactive media comment by Commissioner.</p>	<p>Staff Costs: £32,162</p> <p>Overhead: £8,266</p> <p>Total: £40,428</p>



## Corporate Plan Objective 2

### Review the adequacy and effectiveness of law and policy in relation to older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
2.1	Responding to public consultations by relevant authorities regarding matters that may impact older people and those who care for them	COPNI Act 2011					<p>Staff Costs: £31,050</p> <p>Overhead: £9,763</p> <p>Total: £40,813</p>
2.2	Responding to individuals who contact the Commissioner for assistance	COPNI Act 2011	<p>To continue to accept cases for further investigation in accordance with the case acceptance policy.</p> <p>To act as an “independent champion” for older people who are experiencing difficulty in their interaction with other public authorities.</p>	Evelyn Hoy	<p>Conducting the investigation of cases for individual older people in compliance with all internal policies and good practice.</p> <p>Log of live casework fully updated as enquiries arise.</p> <p>Regular supervision meetings with Chief Executive</p>	<p>95% compliance to Case Acceptance policy.</p> <p>95% compliance to call handling and signposting policy.</p> <p>Maintenance of log of incoming enquiries with 99% accuracy.</p> <p>Weekly reporting of case work progress to Chief Executive.</p> <p>Quarterly caseload review (deep dive),</p>	<p>Staff Costs: £41,779</p> <p>Overhead: £12,023</p> <p>Total £53,802</p>

## Corporate Plan Objective 2

### Review the adequacy and effectiveness of law and policy in relation to older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
					(CE) and, as required, with Senior Management Team (SMT).  Full compliance with any amendments to policy or procedure arising from 2013/14 internal audit.	monitoring by Chief Executive.  Monthly reporting of enquiries and caseload statistics to SMT meeting.  Implementation of any changes required by the 2013/14 internal audit of casework.	
2.3	Adult social care (ASC) project  PHASE III  Publication and promotion of awareness	COPNI Act 2011	To publish the project findings on the effectiveness of legislation relating to adult social care and recommend improvements.  To highlight issues relating to weaknesses in adult social care legislation.	Catherine Hewitt	Report to Government and make recommendations	Publication of the findings of the ASC project and recommendations to Government.  Dissemination of the findings to Ministers, the Assembly and the general public.	Staff Costs: £35,767  Overhead: £12,613  Total: £48,380

## Corporate Plan Objective 2

### Review the adequacy and effectiveness of law and policy in relation to older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
2.4	Quality of care for older people in nursing homes in Northern Ireland	COPNI Act 2011	<p>Examination of the issue with a view to inclusion in the 2016-20 Corporate Plan.</p> <p>Clarification of the scope of the issue.</p> <p>Call for evidence from the public and practitioners.</p> <p>Examination of the use of Schedule II powers.</p>	SMT	<p>Internal report on findings.</p> <p>Evidence accrued from engagement with older people and stakeholders.</p> <p>Legal opinion on the use of Schedule II powers.</p>		<p>Staff Costs: £44,104</p> <p>Overhead: £9,566</p> <p>Programme: £7,500</p> <p>Total £61,170</p>
2.5	Care Needs for Older People – preparing for the future	COPNI Act 2011	<p>Examination of the issue with a view to inclusion in the 2016-20 Corporate Plan.</p> <p>Clarification of the scope of the issue.</p> <p>Call for evidence from the public and practitioners.</p>	SMT	<p>Internal report on findings.</p> <p>Evidence accrued from engagement with older people and stakeholders.</p> <p>Legal opinion on the use of Schedule II powers.</p>		<p>Staff Costs: £49,342</p> <p>Overhead: £10,221</p> <p>Programme: £7,500</p> <p>Total: £67,063</p>

## Corporate Plan Objective 2

### Review the adequacy and effectiveness of law and policy in relation to older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
			Examination of the use of Schedule II powers.				

## Corporate Plan Objective 3

### Promote the provision of opportunities for, and the elimination of, discrimination against older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
3.1	Active Ageing Strategy (AAS)	COPNI Act 2011	To provide advice and guidance to OFMdfM on the implementation and monitoring of the Active Ageing Strategy (AAS).	Commissioner and Emer Boyle			Staff Costs: £13,303  Overhead: £1,664  Total: £14,967
3.2	Age Goods, Facilities and Services (AGFS)	COPNI Act 2011	To increase the understanding in the Assembly and Executive of the impact of failure to deliver the legislative protections of the bill to older people.	Commissioner and Anna McAlister	Engagement with NI Executive and Assembly to lobby for introduction of bill.  Public statements to be made on	Progress of bill.	Staff Costs: £27,761  Overhead: £6,301  Total: £34,062

## Corporate Plan Objective 3

### Promote the provision of opportunities for, and the elimination of, discrimination against older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
			To continue to lobby Government for the introduction of this legislation.		development or setbacks in regard to introduction of bill.		
3.3	Engagement with stakeholders	COPNI Act 2011	To ensure that COPNI engage with a wide range of stakeholders on Corporate Plan priorities and identify new issues for inclusion in new Corporate Plan.	Commissioner and Anna McAlister	<p>Engagement with politicians in advance of General Election 2015 and Assembly Election 2016.</p> <p>Regular communication with statutory and voluntary agencies on range of issues relating to Corporate Plan.</p> <p>Bi-annual e-newsletter to be circulated to all stakeholders to update on work of COPNI.</p>	<p>At least one meeting per annum with representative from each Executive party.</p> <p>Good relations developed and maintained with statutory and voluntary stakeholders with a view to building partnerships on issues of mutual interest when and where appropriate.</p> <p>Dissemination of bi-annual e-newsletter to all stakeholders.</p>	<p>Staff Costs: £41,080</p> <p>Overhead: £11,222</p> <p>Total: £52,302</p>

## Corporate Plan Objective 3

### Promote the provision of opportunities for, and the elimination of, discrimination against older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
3.4	Casework Management	COPNI Act 2011	<p>To ensure timely and complete responses to the requests of individual older people for assistance or advocacy.</p> <p>To operate in accordance with all casework acceptance criteria and internal policy.</p>		Individualised assistance to older people dealing with relevant authorities and providing advocacy as required.	Meeting regular monitoring targets and reporting directly to Chief Executive.	<p>Staff Costs: £10,843</p> <p>Overhead: £4,144</p> <p>Total: £14,987</p>

## Corporate Plan Objective 4

### Encourage best practice in the treatment of older people

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
4.1	Research and information gathering on issues of interest to the Commissioner	COPNI Act 2011	To continue to ensure the Commissioner is well informed in relation to issues relating to older people.	Emer Boyle	Provision of regular briefings on particular policy issues as required.  Attendance / representation at key ageing events/ policy discussions.	To provide small research inputs in relation to matters of interest (or matters on which she wishes to make public comment).	Staff Costs: £22,619  Overhead: £5,995  Programme £14,900  Total: £43,514

## Corporate Plan Objective 5

### 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
<b>5.1 BUSINESS PLANNING AND BUDGETING</b>							
5.1.1	Development and monitoring of annual business plans	Management Statement and Financial Memorandum (MSFM)	To develop and gain approval from OFMDFM of an annual business plan and budget setting	Chief Executive	Annual COPNI business plan 2015/16.	Delivery of internally approved business plan for submission to OFMDFM by 6 <sup>th</sup> February 2015.	Staff Costs: £16,120  Overhead: £3,699

## Corporate Plan Objective 5

### 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
			out the optimal use of resources and in accordance with the 2011-15 Corporate Plan objectives.		<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>Approval of Quarterly Reports to OFMdFM.</p> <p>Attendance at quarterly Accountability Meetings.</p> <p>Ongoing liaison between the Department and COPNI in relation to business plans.</p>	Total: £19,819
5.1.2	Preparation and management of annual, quarterly and monthly budgets	Management Statement and Financial Memorandum (MSFM)	Ensure that management information setting out the monthly budget profile,	Chief Executive	Receive and check all management information in relation to the	To deliver COPNI annual spend ensuring zero overspend, and underspend not exceeding 1.5% of	<p>Staff Costs: £8,175</p> <p>Overhead: £2,808</p>



## Corporate Plan Objective 5

### 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>drawdown and consumption of funding are available to the SMT for consideration at their monthly meeting.</p> <p>To ensure the Accounting Officer can access and understand all elements of the budget process as and when required.</p>		<p>budget before submission to the Accounting Officer.</p> <p>Advice and guidance to the Accounting Officer on all financial matters relating to COPNI spend.</p> <p>Revision and change management of overall COPNI budget.</p>	<p>COPNI's opening allocation.</p> <p>To deliver a suite of management accounts that requires no amendments to their structure.</p>	Total: £10,983
5.1.3	Annual reviews of Service Level Agreements (SLAs) and contracts.	Management Statement and Financial Memorandum (MSFM)	<p>To meet at least annually with those bodies providing services to COPNI under SLAs.</p> <p>To affirm that the current SLAs still provide the best</p>	Chief Executive	Annual review and assurance to the Accounting Officer that SLAs are still providing the best value in relation to the procurement of services to COPNI.	Annual review of SLAs in relation to; <ol style="list-style-type: none"> <li>1) Payroll</li> <li>2) Information Technology</li> <li>3) Memorandum of Terms of Occupation (MOTO)</li> </ol>	<p>Staff Costs: £6,387</p> <p>Overhead: £2,432</p> <p>Total: £8,819</p>

## Corporate Plan Objective 5

### 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>value in the delivery of services.</p> <p>To ensure that the standards of service set out in SLAs have been met.</p>		Assurance to the Accounting Officer that the terms of the SLAs are being met.	4) Occupational Health	
5.1.4	Development of the Corporate Plan for COPNI 2016-20	Management Statement and Financial Memorandum (MSFM And COPNI Act 2011	To develop, engage with older people, submit to OFMDFM and gain approval for a new Corporate Plan for COPNI for the period 2016-20.	Evelyn Hoy	<p>Long list of priorities.</p> <p>Short list of priorities.</p> <p>Engagement with Older People.</p> <p>Drafting and approval of Corporate Plan.</p> <p>By March 2016 to have published and disseminated an approved Corporate Plan for 2016-20.</p>	Development of the Corporate Plan for COPNI 2016-20.	<p>Staff Costs: £43,324</p> <p>Overhead: £10,336</p> <p>Total: £58,660</p>

## Corporate Plan Objective 5

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

#### 5.2 RISK MANAGEMENT AND CONTROL

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
5.2.1	Audit and Risk Assurance Committee (ARAC)	Management Statement and Financial Memorandum (MSFM	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.	Chief Executive	<p>Four (minimum) meetings of the ARAC each year.</p> <p>Papers are fully compliant with internal policies and procedures.</p> <p>Records of the ARAC meetings published on the COPNI website.</p>	<p>Provision of papers to committee members and attendees, five days prior to the meetings.</p> <p>Accurate and timely minutes of the ARAC meetings signed and published.</p>	<p>Staff Costs: £10,091</p> <p>Overhead: £2,402</p> <p>Total: £12,493</p>
5.2.2	Internal Audit	Management Statement and Financial Memorandum (MSFM	To ensure a fully compliant and appropriate system of internal audit is in place and is carried out by external service providers.	Chief Executive	<p>Annual Audit Strategy for 2015/16.</p> <p>Audit reports in line with the strategy.</p>	To agree an audit strategy with internal audit for 2015/16 and enable/facilitate all necessary fieldwork.	<p>Staff Costs: £6,387</p> <p>Overhead: £2,432</p> <p>Total: £8,819</p>

## Corporate Plan Objective 5

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

					Action plans relating to audit recommendations.	To action all recommendations leading from previous and current audit reports.  Accurate and timely reporting of the audit results and recommendations to ARAC.	
5.2.3	Continued development of good practice in financial management and planning	Management Statement and Financial Memorandum (MSFM)	Ongoing review and improvement of the COPNI Financial Manual.  Training and development for non-finance staff as required, ensuring effective financial management.	Finance and Governance Manager	Satisfactory Northern Ireland Audit Office (NIAO) audit reports.  Efficient Treasury management.  Accurate financial statements and accounts.  Minimal risk of financial misappropriation.  Pension and HMRC returns.	Compliance with all Department of Finance and Personnel and Treasury guidance.	Staff Costs: £4,599  Overhead: £2,055  Total: £6,654

## Corporate Plan Objective 5

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

5.2.4	Continuation of good practice risk management and internal control	Management Statement and Financial Memorandum (MSFM)	<p>Ensure effective management of risk.</p> <p>Quarterly reporting of risk management to the ARAC.</p>	Finance and Governance Manager	<p>Efficient and effective internal control environment.</p> <p>Updated risk register reported to the ARAC.</p>	<p>Satisfactory internal audit reports.</p> <p>90% of internal audit recommendations implemented by agreed target date.</p> <p>Quarterly reporting of risk management register to all risk holders and ARAC.</p>	<p>Staff Costs: £6,387</p> <p>Overhead: £2,432</p> <p>Total: £8,819</p>
5.2.5	Compliance with information security and Data Protection (DP)	Management Statement and Financial Memorandum (MSFM)	Completion and review of all information management policies and procedures to ensure compliance.	Finance and Governance Manager	Provide assurance to the SMT that all compliance with Freedom of Information (FOI), DP and Equality Monitoring obligations is in place.	<p>Monitor policies and procedures in accordance with audit and statutory obligations.</p> <p>Act as Information Manager for all enquiries and outgoing information releases.</p>	<p>Staff Costs: £4,599</p> <p>Overhead: £2,055</p> <p>Total: £6,654</p>

## Corporate Plan Objective 5

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

						Convene and chair twice yearly formal meetings of the Information Group and report to SMT on FOI, DP and Equality Monitoring.	
5.2.6	Ensure COPNI has access to up to date facilities and is compliant with Health & Safety (H&S) regulations	Management Statement and Financial Memorandum (MSFM)	To ensure compliance with all Health and Safety statutory duties.	Finance and Governance Manager	To continue to take part in tenancy meetings and fulfil our obligations as tenants in respect of H&S policies and procedures.  Safe and healthy working environment for the Commissioner and her team.  Regular H&S inspection regime.	No adverse health and safety incidents in year.  All Health and Safety Certification fully up to date.	Staff Costs: £1,033  Overhead: £557  Total: £1,590
5.2.7	Review and monitoring of COPNI Asset Management Plan (AMP).	Management Statement and Financial	To ensure efficient and effective management of COPNI resources.	Finance and Governance Manager	AMP maintained and approved by SMT.	AMP reviewed by SMT during Q2 and annually thereafter.	Staff Costs: £500  Overhead:

**Corporate Plan Objective 5**

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

		Memorandum (MSFM)					£128
							Total: £628

**5.3 HUMAN RESOURCES**

<b>Ref No.</b>	<b>Project</b>	<b>Statutory Requirement</b>	<b>Aim (Expected impacts)</b>	<b>Lead Officer</b>	<b>Outputs</b>	<b>Key Performance Indicators</b>	<b>Programme Budget</b>
5.3.1	Mandatory Training and Development (T&D) of staff	Management Statement and Financial Memorandum (MSFM)	<p>To undertake a skills audit of all permanent staff and develop a T&amp;D plan for the year.</p> <p>To ensure full attendance at all booked courses and that on return line managers meet with trainees to ensure that the training met the stated objectives.</p> <p>To ensure all members of staff have a completed Training and</p>	Karen Chambers	<p>Skills Audit.</p> <p>Training and Development Plan.</p> <p>Monthly monitoring information in relation to T&amp;D undertaken.</p>	<p>To deliver the completed Skills Audit to CE by end of Q1.</p> <p>To deliver a T&amp;D plan by of end Q2.</p> <p>To ensure all staff have considered T&amp;D as part of the annual performance process and that T&amp;D opportunities are being undertaken by all staff.</p>	<p>Staff Costs: £44,089</p> <p>Overhead: £11,679</p> <p>Total: £55,768</p>

			Development (T&D) plan by year end.			To monitor and report on T&D monthly.	
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## Corporate Plan Objective 5

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

#### 5.4 INFORMATION TECHNOLOGY

Ref No.	Project	Statutory Requirement	Aim (Expected impacts)	Lead Officer	Outputs	Key Performance Indicators	Programme Budget
5.4.1	Website External Communications	COPNI Act 2011	To ensure the ongoing maintenance and functionality of COPNI's website and social media channels.	Anna McAlister	<p>Relevant and up to date information to be available on website.</p> <p>Any required improvements in functionality of website to be implemented.</p> <p>Regular updating of social media channels to communicate key messages and relevant information.</p>	<p>Regular review of website for accuracy and relevancy.</p> <p>Planned engagement using social media channels.</p> <p>Monthly review of social media activity.</p>	<p>Staff Costs: £14,458</p> <p>Overhead: £4,637</p> <p>Total: £19,095</p>
5.4.2	Records Management	Management Statement and	To ensure that an up to date and secure	Catherine Hewitt	Detailed project plan considering the	Best practice in records	Staff Costs: £10,219



## Corporate Plan Objective 5

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

		Financial Memorandum (MSFM	<p>records management policy and procedure is in place to assist good governance.</p> <p>To determine if a records management system is required and if so, to procure and install a suitable system.</p>		<p>integration of MS 2013 and establishment of a working group and steering group by end of Q1.</p> <p>Updated and approved record management procedures and policies by end of Q2.</p> <p>Scoping paper setting out options, recommendations and costing by end of Q3</p> <p>.</p>	<p>management including the use of applicable software.</p>	<p>Overhead: £4,144</p> <p>Total: £14,363</p>