



Business Plan 2015 - 2016

Context

The Commissioner for Children and Young People (NICCY) was established under the Commissioner for Children and Young People (Northern Ireland) Order 2003. NICCY is an executive Non-Departmental Public Body (NDPB) sponsored by the Office of the First Minister and Deputy First Minister (OFMDFM).

The Commissioner's full designated powers took effect from 1 October 2003. The newly appointed Commissioner is Koulla Yiasouma. Date of appointment: 2 March 2015. Term of Office: 4 years.

Mission

NICCY's Mission is:

“To safeguard and promote the rights and best interests of Children and Young People”.

Vision

NICCY's Vision is:

“A society where all Children and Young People flourish, are valued and their views are respected.”

STATUTORY DUTIES AND POWERS OF THE COMMISSIONER

Article 6(1) of the 2003 Order established the Commissioner's principal aim as follows:

“To Safeguard and Promote the Rights and Best Interests of Children and Young Persons”

The Commissioner's paramount consideration shall be the rights of the Child or Young Person.

The Commissioner shall have regard in particular, to the ascertainable wishes and feelings of the Child or Young Person (considered in light of his/her age and understanding).

The Commissioner shall have regard to the importance of the role of parents in the upbringing and development of their children; and any relevant provisions of the United Nations Convention on the Rights of the Child.

STATUTORY DUTIES AND POWERS OF THE COMMISSIONER

Article 7 of the 2003 Order outline the duties of the Commissioner which are:

- To promote an understanding of the rights of children and young persons;
- To promote an awareness of the importance of those rights and a respect among children and young persons for the rights of others;
- To promote an awareness of matters relating to the best interests of children and young persons;
- To keep under review the adequacy and effectiveness of law and practice relating to the rights and welfare of children and young persons.
- To keep under review the adequacy and effectiveness of services provided for children and young persons by relevant authorities.
- To advise government and relevant authorities on matters concerning the rights or best interests of children and young persons.
- To take reasonable steps to ensure that children and young persons and their carers are made aware of the functions of the Commissioner, the location of her office and the ways in which they may communicate with the Commissioner.
- To take reasonable steps to ensure that children and young persons are encouraged to communicate with the Commissioner
- To take reasonable steps to ensure that the content of any matter published by the Commissioner takes account, so far as practicable, of the age, understanding and usual language of any children or young person by whom it is intended that such matter will be read and of the effect of any disabilities they may have;

- To take reasonable steps to ensure that the views of children and young persons and their parents are sought concerning the exercise by the Commissioner of her functions;
- To take reasonable steps to ensure that the services of the Commissioner are, so far as practicable, made available to children and young persons in the locality in which they live.

Articles 8-15 outline the Commissioner's general powers which are to:

- Undertake, commission or provide financial or other assistance for, research or educational activities concerning the rights or best interests of children and young persons or the exercise of her functions;
- After consultation with such bodies as she thinks appropriate, issue guidance on best practice in relation to any matter concerning the rights or best interests of children or young persons;
- For the purpose of any of her functions, conduct such investigations as she considers necessary or expedient;
- Compile information, provide advice and publish any matter concerning the rights and best interests of children and young persons, including the outcome of any research or investigation and any advice provided by the Commissioner;
- Make representations or recommendations to any body or person about any matter concerning the rights and best interests of children and young persons;
- Conduct general reviews of advocacy, complaint, inspection and whistle blowing arrangements of relevant authorities;
- Review advocacy, complaint, inspection and whistle blowing arrangements of relevant authorities in individual cases;
- Provide assistance with complaints to relevant authorities;
- Conduct investigations of complaints against relevant authorities;
- Bring, intervene in or assist in legal proceedings.

Corporate Plan 2014 - 2017

The Corporate Plan 2014 - 2017 links directly to the statutory duties and powers of the Commissioner for Children and Young People as enshrined within the legislation which established the Office of Commissioner i.e. the Commissioner for Children and Young People (Northern Ireland) Order 2003.

Business Plan 2015 - 2016

This Business Plan links directly to the Corporate Plan 2014 - 2017 and is Year 2 of same. As such, it identifies the key areas of work to be undertaken and the key targets/outputs to be met/delivered during the course of the year based on the 8 high level corporate objectives including those areas of work which are to be continued from Year 1.

NICCY will ensure reference to the changing political / public sector developments, a new Programme for Government and liaison with our sponsor department OFMDFM both in terms of our accountability and our monitoring roles as they impact on outcomes for Children and Young People.

Responsibility for this Business Plan rests with the Commissioner. Implementation, progression and reporting is the responsibility of the Chief Executive. Progress towards the achievement of these targets and objectives will be monitored closely and reported on throughout the business year by the Senior Management Team (SMT*) who will ensure accurate monthly, quarterly and annual reporting.

NB: This Business Plan will be subject to review due to the impact of pending budget cuts' and after 6 months by the new, incoming Commissioner.

Internal Departmental Plans

This Business Plan will be supported by more detailed departmental plans drawn up by each Head of that Department and by approved individual work plans.

Involvement of Stakeholders including Children and Young People

NICCY recognises the necessity to work with and involve our Stakeholders across all relevant spheres i.e. in the political, public, statutory, NGO, community and voluntary sectors. This is reflected in our integrated working, partnerships, co-operation, openness, accountability and information sharing.

The importance of the involvement of children and young people in all relevant aspects of the realisation of our business plan targets is of primary

consideration to NICCY. Their involvement and participation is embedded throughout each of the corporate and business objectives where appropriate/possible. NICCY has developed and implemented a 'screening tool' to ensure such appropriate and necessary consideration.

Programmes of Work

Programmes of work aim to promote integrated, inter disciplinary working thereby enhancing our own internal efficiency and project management effectiveness significantly increasing our external impact and outcomes for Children and Young People. The 'Core Business' of NICCY is carried on via each 'functional area' throughout the year. Utilisation of the Organisation's greatest asset i.e. its people's skills, knowledge and expertise will be utilized to best effect in achieving NICCY's aims and objectives.

Priorities and Flexibility

NICCY acknowledges the requirement for this plan to be flexible to take account of changing priorities and circumstances, both internally and externally and will review and respond accordingly throughout the business year. [See earlier note re' necessary reviews].

Resource Assumptions

This Business Plan has been prepared in advance (as required) on the basis of the assumptions – as set out in the 2014 - 2017 Corporate Plan - that it would be delivered within NICCY's staffing and budget requirements. In the current climate of budget cuts and savings required, we will be facing a significant budget reduction in this year. Subsequent years (2016 - 2019) we are aware, will also see budget cuts and required savings which we understand at this stage, to be in the region of 4% per annum. These cuts will necessitate staffing reductions and organisational restructuring, whilst bearing in mind the necessity to ensure effective delivery on the Statutory Duties and Powers of the Office.

Governance & Risk Management

NICCY will ensure adherence to / ongoing review of good governance systems including effective risk management in the delivery and implementation of this business plan.

Key: NICCY – Northern Ireland Commissioner for Children and Young People; CE – Chief Executive; HoD – Head of Department; CS – Corporate Services; L&I – Legal and Investigations; P&R – Policy and Research; C&P – Communications and Participation; SMT [Senior Management Team] comprises Chief Executive and Heads of Departments.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 1

HLCO: Government will meet its obligations to undertake all the appropriate legislative, administrative and other measures for the implementation of the UNCRC.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
1.1	Child Rights Legislation Children's Rights legislation is introduced 'incorporating' the UNCRC.	Advocacy plan for CRL implemented. Young people advisory group supports development of CRL.	PoW Actions completed. Two meetings held.	There is developing understanding of, and broad support for, child rights legislation among a range of stakeholders. OFMDFM progresses engagement in forward work in relation to child rights legislation.
1.2	Supporting Child Rights Compliant Policy Making Government officials are better equipped to adopt a 'Child Rights' approach to policy making	NICCY provides support to OFMDFM to develop new Children's Strategy, using child rights compliant methodologies. An advice paper ['CRIA Model'] is drafted, outlining how these measures can be utilised in developing child rights compliant strategies.	Advice provided as/when appropriate in line with NICCY's process. 3 meetings held with OFMDFM to discuss. Paper [CRIA Model] completed and submitted to OFMDFM.	The Children's Strategy is developed in compliance with a 'Child Rights' approach. Mechanism incorporated into planning for new Children's Strategy.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
		<p>Advice provided on development and implementation of key strategies affecting children as/when appropriate i.e. further 'upstream' and in advance of consultation exercises (including DSC, Play and Leisure, Childcare, Child Poverty).</p> <p>Scrutiny of delivery addressed at Monitoring Meetings.</p> <p>Convene three meetings of the Child Rights Implementation Group to promote information sharing in relation to children's rights.</p>	<p>Advice provided as/when appropriate in line with NICCY's approach.</p> <p>Quarterly monitoring meetings held, and government strategies included on agendas/actions recorded.</p> <p>Three CRIG meetings held. Continued good attendance / engagement.</p>	<p>Promotion of Child Rights compliant policies/strategies.</p> <p>Address identified gaps/issues in Child Rights compliance.</p> <p>Enhanced progress in CRts.</p>
1.3	Joined Up Planning and Delivery for Children & Young People	Advise MLAs on the Private Member's 'Children's Services Co-operation Bill' as it progresses.	Advice provided as appropriate.	Progress in relation to joined up working in the planning, commissioning and delivery of services to Children and Young People.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
	Government departments and agencies develop more effective collaborative working practices.	Disseminating findings from report commissioned on best practice in co-ordinating interagency working. (x ref' to objectives 1.1 and 1.2).	Paper disseminated to relevant stakeholders.	
1.4	<p>Public Spending on Children and Young People.</p> <p>Government provides financial information which allows for greater transparency on levels of spend on children's services to facilitate comparison with other jurisdictions.</p>	<p>Dissemination of Budget 2 report. Discussions with OFMDFM on their ongoing budget work.</p> <p>2 meetings convened with working group to discuss findings of Budget reports, and advice to government in relation to CSR.</p> <p>Advice on budget and CSR.</p>	<p>Report disseminated.</p> <p>Key messages publicised.</p> <p>2 meetings held, minutes of which reflect discussions held on CSR and Budget reports.</p> <p>Advice provided.</p>	Key stakeholders, including Government Officials are working together to identify and overcome barriers to transparency within children's budgeting.
1.5	<p>Strategic Participation of Children and Young People in decision making.</p>	Advise OFMDFM on development of a scoping paper, in response to NICCY's 'Walking or Talking Participation?' report recommendations.	Monitor Dept responses to 'Walking or Talking Participation?' report.	Development of a robust mechanism for measuring the impact of Children and Young People's engagement in the development of policies, strategies, legislation and services.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
	Encourage best practice in the Participation of Children and Young People in decision making which impacts on their lives	<p>Provide advice and support OFMDFM to develop an action plan on Participation.</p> <p>Identify areas for capacity building within the plan.</p> <p>Provide advice to Gov. Departments as appropriate.</p> <p>Engagement with new Super councils to ensure endorsement of Participation Statement of Intent (PPSI).</p> <p>Develop capacity building programme iro new councils on engagement of Children and Young People within the Community Planning process.</p> <p>Follow up with ALBs in response to NICCY's analysis for their strategic engagement with Children and Young People.</p>	<p>Monitor and feedback on action Plan and targets.</p> <p>Delivery of programme of advice / capacity building as appropriate.</p> <p>50% of new councils endorse the PPSI.</p> <p>Delivery of programme of advice / capacity building as appropriate.</p> <p>Advice letter to ALBs following analysis engagement with ALBs as appropriate.</p>	<p>There is a greater understanding within Councils of the benefits of Children's and Young People's participation.</p> <p>All councils include engagement with Children and Young People as part of their Community Plan.</p> <p>There is a greater understanding within ALBs of benefits of Children and Young People's participation.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
		<p>Provide advice on the establishment of the NI Youth Assembly.</p> <p>Engage with key Participation practitioners.</p> <p>Develop cross sectoral working group to carry out landscape review of participation and CR education services / opportunities.</p>	<p>3 meetings held with NIA Commission Officials.</p> <p>2 Participation Forum meetings.</p> <p>Cross sectoral group formed and ToR agreed.</p>	<p>Plans for establishment of NI Youth Assembly are progressed.</p> <p>Stat' & Vol' Sect's exchange info' & gd prac.</p> <p>Improved strategic participation practices with Children and Young People across sectors.</p>
1.6	<p>UK Children's Commissioners' joint shadow report on UK compliance with the UNCRC.</p> <p>UK Children's Commissioners influence the UN Committee's assessment of the UK State Party's delivery on its obligations under the</p>	<p>Joint Shadow Report produced with other 3 UK CCs, and submitted to UN Committee.</p> <p>Commission summary report on the realisation of Children and Young People's rights in N. Ireland - drawing on recent KLT and YLT survey results - to be released at NICCY annual conference.</p>	<p>Report agreed by BINOCC Commissioners.</p> <p>Work commissioned.</p> <p>Report drafted and finalised.</p> <p>Report issued at Ann' Conf'.</p>	<p>UK Children's Commissioners' joint report on UK State Party compliance with UNCRC is submitted and referenced to influence Committee/Stakeholders on relevant areas/issues.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
	<p>UNCRC and previous Concluding Observations.</p> <p>[x ref HLCO 8]</p>	<p>Infographic produced to communicate key findings from KLTS/YLTS paper.</p> <p>NYP working group to support communication of report findings.</p> <p>NICCY engagement with UNCRC Pre-sessional hearing and list of issues.</p>	<p>Infographic produced.</p> <p>NYP trained in preparation to support 'communication activity'.</p> <p>NICCY input to pre-sessional reflected in the Committee's List of Issues.</p>	

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 2

HLCO 2: Breaches or violations of Children and Young People's rights will be identified, challenged and resolution sought / achieved using the most appropriate of the range of legal powers vested in the Commissioner.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
2.1	Casework Service Resolution of complaints / breaches of Children's and Young People's rights.	Cases dealt with in respect of enquiries which encompass health, education, justice and others. Quarterly Casework 'Trend'/Gaps Reports produced. Evaluation Report. Annual Casework Report.	90% of cases closed with objective met. Quarterly Casework 'Trend'/Gaps Report to next SMT meeting after end of each quarter. Evaluation Report to SMT at end of Q4 Annual Casework Report produced and circulated by end of Q2.	Breaches or violations of children's and young people's rights are identified, challenged and resolution sought / achieved. Trends/Gaps identified and addressed/inform future focus of work. Stakeholder Awareness increased.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
2.2	Legal Proceedings Instigation of cases protecting the Rights and Best Interests of Children and Young People / Ongoing identification of relevant legal cases for appropriate intervention/support.	<ul style="list-style-type: none"> • Proceedings issued; • Legal representation provided; • Intervention completed; • Amicus Curiae role performed. 	All cases identified, assessed and appropriate action taken, within departmental policies.	Children and Young people have appropriate legal recourse and representation.
2.3	Investigations Conduct Investigations in area/s identified.	Agreed recommendations from scoping reports completed in the 2014/15 business year taken forward/actioned. 4 scoping reports on areas of potential investigation completed.	NICCY powers used appropriately to take forward recommendations. Scoping Reports with recommendations produced and brought to SMT for decision making at end of Q2	NICCY Recommendations / Calls to Government / Agencies and necessary actions progressed.
2.4	Legal Advice Provision Greater protection for Children's and Young People's rights.	Legal advice or representation provided as appropriate to casework clients.	Legal advice provided to challenge breaches of Children and Young People's rights via legal processes, in line with Legal Assistance Policy.	Individual cases resolved.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
		Legal advice/support provided with regard to ongoing 'in-year' work.	Legal advice support given as soon as reasonably practicable after receipt of request.	NICCY advice to government / stakeholders is robust.
2.5	Legal Funding Children and Young People's access to justice assured.	Legal funding awarded to applicants who meet NICCY Legal Funding Criteria.	Legal Funding meetings held and applications considered in line with Legal Funding Policy and Process.	Cases brought to Court for positive resolution. Children enabled to have access to justice.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 3

HLCO 3: Key Stakeholders will have an increased awareness of Children and Young People's rights, the UNCRC and the functions of the Commissioner.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
3.1	<p>Awareness Raising on UNCRC, C&YP's Rights and the Work of NICCY</p> <p>Increase awareness and understanding of UNCRC, Children and Young People's rights and NICCY's remit/work, in N.I.</p>	<p>Deliver 'age / audience appropriate' programmes raising awareness of the UNCRC, Children and Young People's rights and NICCY's work to:</p> <ul style="list-style-type: none"> Children Young People Parents/Carers Professionals working with, or whose work has an impact on, Children and Young People 	<p>Training and Education programme content approved/signed off.</p> <p>10 awareness raising workshops delivered in Schools, Youth & Community settings.</p> <p>5 awareness raising workshops delivered to parents / carers / parenting organisations.</p> <p>10 Sessions delivered to Professionals including in Education and Healthcare.</p>	<p>Key stakeholders have an increased awareness of UNCRC, Children and Young People's rights and the work of NICCY.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
3.2	Stakeholder Engagement Increased engagement of Stakeholders in line with NICCYs Stakeholder Engagement Strategy.	Commission survey on awareness levels of NICCY and the UNCRC among Parents/Guardians. Commission survey on awareness levels of NICCY and the UNCRC among politicians.	Awareness levels measured against 2012 baseline levels. Awareness levels measured against 2012 baseline levels.	Gaps identified to influence greater future stakeholder engagement.
3.3	Online and Social Media Communications Channels Enhance online communications channels and increase NICCY's presence in relation to technological and social media trends and opportunities.	<ul style="list-style-type: none"> Web site – develop content and monitor online traffic to the new NICCY website. E-zine - produce regular corporate ezines. Develop plan to increase ezine usage. Twitter – develop regular input on NICCY and Children and Young People's rights and monitor activity. 	Develop baseline of visitors to NICCY's new website to monitor increased traffic. 4 e-zines produced and disseminated. Plan developed and implemented. NICCY Twitter site reflects Commissioner's work through increased activity and overall engagement and followers.	Increased access to and awareness of NICCY's work via online media. Increased awareness of NICCY's work. Increased in number of e-zine sign ups. Increased awareness of NICCY's work.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
		<p>Publish in print and electronic formats key NICCY research, reports, briefings, updates, promotional materials.</p> <p>Event management and communications iro key events and launches.</p> <p>Produce Quarterly 'Media and Online Trend Analysis'.</p>	<p>NICCY publications produced and disseminated across relevant stakeholder groups.</p> <p>Key events held and evaluations completed.</p> <p>Quarterly 'Media and Online Trend Analysis' produced.</p>	<p>NICCY brand recognition increased among stakeholders.</p> <p>Increased awareness of NICCY's work among key stakeholders.</p> <p>NICCY's work is informed through analyses.</p>
3.4	<p>Media Engagement</p> <p>Enhance the awareness and profile of NICCY and its work in the media.</p>	<p>Develop Media Engagement plan.</p> <p>Media Engagement plans developed to support NICCY work in relevant print, broadcast and online outlets.</p>	<p>Media Engagement plan produced and implemented</p> <p>Targeted media plans developed and implemented to support PoWs / Core Business/reactive work.</p>	<p>Gaps identified to inform media engagement and enhance profile of NICCY's work.</p>
3.5	<p>Political Engagement</p> <p>Increased awareness / support for NICCY's work / Children and</p>	<p>Develop Political Engagement plans to support NICCY's work:</p> <ul style="list-style-type: none"> Stage 1 – Westminster Elections (May 2015); 	<p>Prospective MPs / MLAs and political parties receive timely and relevant information and evidence iro Children and Young People's rights.</p>	<p>Enhanced political engagement and support for the work of NICCY in Westminster and NIA debates and Committee sessions.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	Young People's rights.	<ul style="list-style-type: none"> Stage 2 - Assembly Elections (2016); and Stage 3 - influencing the Programme for Government. 	<p>Opportunities identified to make calls / influence manifestos.</p> <p>Support for Commissioner's calls evident in monitoring activity.</p>	<p>NICCY key messages reflected in policies and strategies.</p> <p>Calls evident in NIA PfG.</p>
3.6	<p>Legal Stakeholder Engagement and Education</p> <p>Increase awareness and application of Children's and Young People's Rights and Best Interests.</p>	<p>Hold annual CPD event for legal stakeholders.</p> <p>Provide continuing professional development to legal practitioners.</p> <p>Hold legal education workshops.</p> <p>Produce legal e-zine.</p> <p>Produce annual casework report.</p>	<p>CPD event held.</p> <p>Evaluation completed.</p> <p>2 workshops held.</p> <p>2 legal e-zines produced in the business year.</p> <p>Report produced and disseminated by end of Q2.</p>	<p>Legal Practitioners have increased awareness of Children and Young People's Rights and the functions of NICCY.</p> <p>Legal Practitioners have increased awareness of the legal provision and jurisprudence of the Courts in relation to the topics covered.</p> <p>Awareness of the legal casework service increased.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
3.7	<p>Engagement with Officials / Staff in Government and other Statutory Agencies</p> <p>Increased awareness / understanding of Children and Young People's Rights relating to key BP areas in keeping with NICCY's remit.</p>	<p>Monitor developments in relation to Children and Young People's Rights as per BP areas of work through information exchange / periodic meetings with Staff and Children's Champions in DOJ, DE, DHSSPS and OFMDFM etc and with key ALBs / Inspectorates including CJINI, ETI, HSCB, RQIA, SBNI, PHA and CYPSP.</p>	<p>Update / exchange information on BP areas of work at scheduled, periodic meetings.</p>	<p>Officials / Staff working in Government Departments and other statutory Agencies have increased awareness of Children and Young People's Rights relating to key BP areas and the remit of NICCY.</p>

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 4

HLCO 4: All children and young people will enjoy a high quality education which develops their personality, talents and abilities to the full.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
4.1	SEN and Inclusion Ensure optimum provision for all Children and Young People within the forthcoming SEN and Inclusion legislation and Code of Practice.	Detailed commentary on SEN and Inclusion legislation and Code of Practice produced. Ongoing monitoring of implementation of provisions. Ongoing engagement with key stakeholder bodies. Provision of advice to DE as appropriate.	Completion of SEN and Inclusion response. Any Issues in respect of provisions identified and feedback provided. 2 meetings with key stakeholder groups 1-2 meetings with DE Officials and Minister.	NICCY will have worked effectively with stakeholders to demonstrate effective advocacy on behalf of Children and Young People with SEN and their parents/carers in relation to the draft legislation and Code of Practice.
4.2	Shared Education Children's and Young People's Rights are effectively protected in the 'roll-out' of shared education provisions and arrangements.	Provision of advice papers as appropriate/required. Paper commissioned and released analysing findings of the KLT and YLT survey modules on Article 29 (The purpose of education).	Identify evidence of where NICCY's advice has been adopted. Paper completed and disseminated.	NICCY will engage with key stakeholders in the process of effectively monitoring the progress of shared education initiatives.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
4.3	Advice on Additional Key Education Policies Key education policies deliver effectively on Children's and Young People's rights and best interests.	Provision of advice papers as appropriate/required.	Identify evidence of where NICCY's advice has been adopted.	Key education policies deliver effectively on Children's and Young People's rights and best interests.
4.4	Pupil Participation in Schools Enhanced and effective Pupil participation mechanisms in Schools	Following partnership project with NIYF, update Democra-School programme and resources. Follow-up with DE on impact of Circular on 'Pupil participation in Schools'.	Democra-school resources updated and disseminated. Identify benchmark of number of schools with a forum for pupil participation.	Increase in Children and Young People's participation on matters affecting them in School. Circular promotes effective participatory practice in Schools.
4.5	SEN Tribunals [SENDIST] Children's and Young People's Rights and Best Interests are well served in such processes and their 'voice' is heard.	Provide representation at SEN Tribunals in line with appropriate use of NICCY's powers.	<ul style="list-style-type: none"> Representation provided by L&I Staff; Outcomes recorded via usual casework processes and reported on via Annual Casework Report. 	Children and Young People who would not otherwise be represented, receive appropriate legal representation.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 5

HLCO 5: All children and young people will enjoy the best possible health and will be protected from all forms of violence, abuse, neglect or mistreatment.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
5.1	<p>Child Sexual Exploitation</p> <p>Monitoring progress of actions taken by relevant authorities in relation to CSE to ensure that Children and Young People are adequately protected from abuse; the safeguarding systems prevent future abuse; and perpetrators are prosecuted as appropriate.</p>	<p>Seminar to be held in April to discuss how relevant authorities will take forward recommendations from the two reports, and addressing 'next steps' / future role for NICCY.</p> <p>Programme of Work developed outlining NICCY's role in monitoring progress of relevant authorities in relation to CSE.</p> <p>POW implementation.</p>	<ul style="list-style-type: none"> Seminar held / good attendance / positive feedback / actions agreed. Direction agreed on role for NICCY in forward work. <p>POW signed off.</p> <p>Identified areas for action are progressed.</p>	<p>NICCY has monitored policy developments in relation to CSE, in particular the Public Inquiry (DHSSPS, DoJ, ETI) thematic review by SBNI, and the PSNI Investigation (Operation Owl), and has provided advice / acted as per remit.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
5.2	<p>Research on provision of therapeutic services for detained children</p> <p>Gaps in provision are addressed i.e. the needs of detained Children and Young People are met and the necessary therapeutic services are provided.</p>	Joint research project with SBNI commissioned and managed.	Research project commissioned and emerging findings / recommendations progressed.	Gaps are identified and Calls to relevant public authorities are agreed / actioned to safeguard and protect vulnerable Children and Young People.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 6

HLCO 6: All Children and Young People in Conflict with the law will be treated with dignity and their rights respected

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
6.1	Youth Justice Review [YJR] Implementation of Recommendations in YJR.	Ongoing monitoring and reviewing of the implementation of the Youth Justice Review recommendations. Produce advice to Department / relevant agency. Engage with relevant stakeholders including DoJ Forum.	Monitor / Review paper/s produced; Advice paper/s produced & submitted to Dept / relevant agency; Meetings held / attended; Participation in relevant fora.	Child Rights compliance progressed.
6.2	Policing The Rights and Best Interests of Children and Young People in policing are addressed.	Advice provided in relation to policing at PSNI Children's Champions meeting as necessary. Advice provided on engagement with Children and Young People PBNI Youth Advisory Panel.	Advice provided in a timely fashion; Participation in Meetings. Input provided.	Enhanced awareness of policing issues in relation to Children's and Young People's rights.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
6.3	Youth Justice Children and Young People going through the youth justice system have their rights including their best interests protected.	Keep under review, and provide advice in respect of issues for Children and Young People in contact with the youth justice system; Advice/Input at Strategic Consultation Group NIPB/PSNI Meetings.	Advice to government provided when gaps identified, or advice is sought by government. Input and participation.	Enhanced awareness of youth justice issues related to Children's and Young People's Rights.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 7

HLCO 7: All Children and Young People who are vulnerable due to poverty, family background, age, disability or other reasons will not experience discrimination but enjoy their rights on an equal basis to other children.

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
7.1	Care Experienced Children [LAC] The Adoption and Children's Bill will deliver effectively on their rights and best interests.	Evidence provided to Health Committee on policy advice on Adoption and Children's Bill.	Evidence paper submitted.	NICCY's advice is taken into account by Health Committee as per remit.
7.2	Child Poverty Government will work to reduce the number of children in poverty, the impact of poverty on their lives, and the depth of poverty experienced by Children and Young People in Northern Ireland.	Advice on the impact of poverty and implementation of the Child Poverty Strategy, through OFMDFM Programme Board. NICCY develops/produces a paper with key calls for the NI Assembly election in relation to delivery on child poverty in partnership with CPA.	'Advices' provided in a timely manner. Key calls produced and communicated.	The development of policies, legislation and services will be informed by NICCY advice on the rights and best interests of Children and Young People in poverty.

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
7.3	<p>Children and Young People with Disabilities</p> <p>Government will act on COs from the UNC RPD on measures to meet its obligations to Children and Young People with disabilities.</p>	<p>NICCY report on Government delivery in relation to UNCRPD and Children and Young People with disabilities in Northern Ireland reviewed and submitted to UN Committee according to their timescales.</p>	<p>A submission reflecting how government has delivered on the Rights of Children and Young People with disabilities in Northern Ireland is submitted.</p>	<p>NICCY will – following issue of same - highlight the COs from the UN Committee on the Rights of People with Disabilities in relation to rights violations / breaches experienced by children with disabilities in Northern Ireland.</p>
7.4	<p>Separated Children Subject to Immigration Control</p> <p>Legislation, policies and services affecting separated children deliver effectively on their rights and best interests.</p>	<p>Monitor and advise on implementation of relevant provisions (e.g. ILG) within the Human Trafficking and Exploitation Act 2015.</p> <p>Provide advice to relevant stakeholders on general recommendations 2 to 5 from NICCY's commissioned Guardianship Research.</p>	<p>Advice provided in timely manner.</p> <p>'Advices' provided.</p>	<p>Separated children have more effective protection through the work of the Independent Legal Guardian.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
7.5	Non-discrimination due to Age Children and Young People do not face discrimination due to age.	Reiteration of previous advice provided to Government and Politicians to ensure Children and Young People are not discriminated against due to age in the provision of goods, facilities and services.	Engagement with stakeholders and politicians. Engagement with key stakeholders including NYP and the media.	Age Discrimination legislation introduced by NIA does not exclude Children and Young People.
7.6	Negative stereotyping of children and young people Continue to raise awareness of negative stereotyping of Children and Young People.	Develop a young person led programme and action plan. Set up a stakeholder group.	Programme delivered. Engagement undertaken with a range of stakeholders including the media and evaluation completed.	Children and Young People are listened to and issue of negative stereotyping is addressed at a number of levels in society and government. Negative stereotyping highlighted in UK Commissioner's report to the UN Committee.

NICCY BUSINESS PLAN 2015 - 2016: Corporate Plan Objective 8

HLCO 8: NICCY utilises Organisational resources – Human and Financial - effectively and efficiently to maximise overall Corporate Performance and Impact in pursuit of the Rights and Best Interests of Children and Young People

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.1	<p>Organisational Restructuring due to Government Budget Cuts</p> <p>Effectiveness and efficiencies achieved within required budget constraints over 4 year period (2015 - 2019).</p>	<ul style="list-style-type: none"> New NICCY structure to meet needs iro functions, duties and powers of the Office; Business Plan Reviews in year as necessary due to above; new Commissioner review. 	<ul style="list-style-type: none"> New Structure communicated to Staff; Sponsor Dept and Union; New Structure implemented as per plan; Business Plan reviewed and submitted to sponsor dept. 	Effective and efficient delivery of 2015 - 2016 Business Plan.
8.2	<p>Corporate Governance</p> <p>Governance frameworks, structures and processes on decision making and accountability, controls and behaviours are reviewed to enhance the two elements which produce good governance i.e. the 'Hard' systems and processes and 'Soft' characteristics of</p>	<p>Maintain high standards of governance in relation to Government oversight; Systems and policies reviewed as necessary / required iro incoming Commissioner e.g.</p> <ul style="list-style-type: none"> MSFM; External Audit Reports; 	<ul style="list-style-type: none"> MSFM adherence; 100% External Audit report recommendations are actioned appropriately; 	Collective responsibility for enhanced effectiveness and efficiency across NICCY.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	effective leadership and high standards of behaviour (Nolan Principles).	<ul style="list-style-type: none"> Internal Audit Reports as per schedule; Policies reviewed as per schedule e.g. <ul style="list-style-type: none"> Risk Management Policy; Corporate Risk Register; Scheme of Delegation; NICCY's 'Organisational Culture'; Performance Management; Departmental Policies. 	<ul style="list-style-type: none"> 100% Internal Audit report recommendations are actioned appropriately; Relevant policies and systems identified for periodic reviewed and updated; Implementation of same. 	
8.3	Annual Business Plan 2016 - 2017. Maintained focus on Organisational function and remit as per 2014 -2017 Corporate Plan.	Annual Business Plan produced for final year of Corporate Plan period i.e. 2016 - 2017.	<ul style="list-style-type: none"> BP Process Plan developed; Input: SMT; Drafts produced including budgets; Drafting processes finalised; Submission by required deadline; Agreed BP iro 2016 – 2017. 	Business plan reflecting organisational remit and best use of resources – Human, Financial and Physical.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.4	<p>NICCY's Performance and impact.</p> <p>Continued overall effectiveness and efficiency - internal and external – as per NICCY's 'Monitoring Performance and Impact Reporting Framework.</p>	<ul style="list-style-type: none"> ALB Reports to OFMDFM (Q'ly); Reporting on NICCY's BP Performance [PMEF*] throughout the year; Final PMEF; MIS / Interim arr's; Internal robust legal advice provided as rq'd on appropriate issues; Stakeholder Engagement. <p>[*Performance Management and Evaluation Framework]</p>	<ul style="list-style-type: none"> Quarterly reports submitted; BP targets/areas of work on track; PMEF [4] completion; Staff Performance monitoring systems; Final PMEF Report; MIS implementation/ Interim MPIR arrangement in place; Robust legal 'advices' provided; Stakeholder engagement monitored and recorded; SSE Group meet fortnightly. 	<p>NICCY's Year 2 of Corporate Plan delivery and impact is evident and satisfactory.</p>
8.5	<p>NICCY's Annual Report and Annual Accounts.</p> <p>Greater appreciation of the work of NICCY in fulfilling its legislative function and remit within effective use of financial resources.</p>	<ul style="list-style-type: none"> Annual Report and Accounts produced; Submission to OFMDFM; Laying of same before the NI Assembly; Dissemination. 	<ul style="list-style-type: none"> Process plan for production of Annual Report and Accounts developed; Accounts drafted as per required process; Annual Report Input: SMT Annual Report Draft produced including Accounts; Drafting processes finalised; Submission as required; Laid before NIA by required deadline. 	<p>Awareness of NICCY's work over the year under report and enhanced accountability to Stakeholders.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.6	Annual Conference on C&YP's Rights (UN Reporting Focus) Enhanced profiling of NICCY's work and impact alongside increased Stakeholder engagement on same.	<ul style="list-style-type: none"> Annual Conference NB: Pending appointment of rapporteur/s, invite/host rapporteur/s' visit - focus annual conference on UNCRC reporting. (x ref' objective 1.6.) Event Publications; Commissioner's Annual Speech; Keynote Speakers' input; Stakeholder Engagement. 	<ul style="list-style-type: none"> Programme of Work Team established; Action Plan/s produced; Keynote Speakers confirmed; Conference held; Area/s of work progressed. 	Conference held focusing on UNCRC reporting by UK State Party / NICCY remit to 'safeguard and promote the rights and best interests of our Children and Young People.
8.7	Review of NICCY's Legislation: OFMDFM's Response to NICCY's Article 24 Report Enhanced protections for Children's and Young People's Rights and Best Interests in NI.	<ul style="list-style-type: none"> Response received from OFMDFM; NICCY pursues agreed appropriate action/s in response to same. 	<ul style="list-style-type: none"> NICCY receives OFMDFM response to Article 24 Report; Response considered and addressed; Appropriate actions pursued / implemented. 	Clarity in respect of legislation and powers contained therein.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.8	<p>NICCY's performance in local, national and international arenas</p> <p>e.g.</p> <ul style="list-style-type: none"> o NI Assembly; o UK Government; o BINOCC; o ENOC; o EU Commission; o Council of Europe; and o United Nations. <p>Enhancing NICCY's profile, 'presence' and effectiveness within same.</p>	<ul style="list-style-type: none"> • Papers / Submissions / Periodic meetings as per schedule / Briefings / Collaborative outputs / Liaison on relevant areas of work; • Evidence sessions to NI Assembly Cttees; • Inputs/advice e.g. PfG and upcoming series of elections; • ENOC Annual Conference; • Participation of Young People in ENOC/ENYA working group on 'Violence against Children'; • UNCRC Reporting: UK State Party [x ref' 1.6]. 	<ul style="list-style-type: none"> • Reference to papers / submissions; Ministerial / MLA meetings / engagement with Officials on relevant issues/areas of NICCY's work; • Stakeholders' responses gained; • NIA Cttee reports reference NICCY's evidence; • Calls to Govt / Parties iro upcoming elections; • BINOCC work input; • ENOC Annual Conference; • YP work/input on ENOC 'theme'; • European 'areas of work'; • Joint Report / Input to CRC. 	<p>Increased awareness of NICCY in relevant arenas. Enhanced stakeholder engagement and support for the work of NICCY in relevant local, national and international 'arenas'.</p> <p>UK Children's Commissioners' joint report on UK State Party compliance with UNCRC is referenced to influence Committee/Stakeholders on relevant areas/issues.</p> <p>Concluding Observations (COs) reflect above.</p> <p>NICCY highlights / utilises COs to progress Children and Young People's Rights.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.9	Corporate Social Responsibility * Ensuring Value for Money via appropriate savings if/where possible.	<ul style="list-style-type: none"> Review of Shared Services / SLAs; Partnership working / collaboration with relevant stakeholders; Reviewing NICCY's 'environmentally friendly' policy and practice'; Review relevant policies to explore cost savings; Continue to work with in-house 'Green Team' promoting energy saving ideas. (see also 8.1) 	Updates where necessary to NICCY's <ul style="list-style-type: none"> Shared Services SLAs; Partnership working increased; 'environmentally friendly' policy and practice; Relevant policies. 	Greater efficiencies / cost savings introduced across NICCY as/where possible.
8.10	NICCY Youth Panel (NYP) Ensure NYP play a key role in advising NICCY.	Input by NYP as identified / necessary iro Business Plan 2015 - 2016.	<ul style="list-style-type: none"> Quarterly meetings held; Subgroups set up; Input and views provided by NYP on issues that affect Children and Young People; 1 Residential completed. 	NICCY Youth Panel has a voice and contributes to and participates in relevant areas of work.

* Shared Services:

NICCY appreciates the financial pressures on the 'public purse' – particularly in the current economic climate and seeks ways to ensure the efficient use of its annual budget to best effect. To this end, NICCY has in collaboration with other Arms Lengths Bodies (ALBs), developed the sharing of services. Currently we do this across ICT, telephony and facilities management. This will be kept under review as necessary.