



Business Plan 2015-'16 II

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 (with possibility of a further term).

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 - i.e. NICCY's mission - as:

“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.

NICCY will exercise the powers inherent in the role in fulfilment of the duties, as set out in legislation. In summary these are set out below:

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-‘17

The Corporate Plan 2014-‘17 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-‘16

This Business Plan links directly to the Corporate Plan 2014-‘17 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 for 2015-16 has been reviewed due to the impact of budget cuts’, staffing level reductions and following appointment of the new Commissioner.

Internal Departmental Plans

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

Fundamental Principles

Participation of Children and Young People: 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 also developed and implemented a ‘screening tool’ to ensure such appropriate and necessary consideration.

Stakeholder Engagement: 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. We have developed a Stakeholder Engagement Strategy in parallel with our Corporate Plan period, setting out how we work with all those with whom we work in achievement of our mission.

Child Rights Focus in our Work: NICCY exists to support the protection, promotion and adherence to children's and young people's rights. The application of UNCRC articles to legislation, strategy and policy development by Government is a key driver in all we do. We continue to apply UNCRC principles i.e. Articles 2, 3, 6 and 12 to our work and explore ways of improving our own practice to reflect human rights standards.

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.

Resource Assumptions

This Business Plan has been prepared on the basis of the assumptions – as set out in the 2014-'17 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-'19) 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 & Young People; CE – Chief Executive; HoD – Head of Department; CS – Corporate Services; L&I – Legal & Investigations; P&R – Policy & Research; C&P – Communications & Participation; SMT [Senior Management Team] comprises Chief Executive and Heads of Departments.

NICCY BUSINESS PLAN 2015-'16: 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	<p>General Measures of Implementation</p> <p>UN Compliant processes used to implement and embed children's rights across government</p>	<p>NICCY provides advice and support OFMDFM to develop Children's Strategy (2016+) and other appropriate policies using child rights compliant methodologies, including:</p> <ul style="list-style-type: none"> • CRIAs; • Child Rights Indicators; • Data collection; • Joined up planning and delivery; • Children's Budgeting; • Training of Government Officials; • Participation of Children and Young People 	<p>Action plans agreed and implemented - to include:</p> <ul style="list-style-type: none"> • Clear advice and calls for change published; 	<p>OFMDFM has taken into account NICCY's advice to date in the development of the new Children's Strategy</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
		Establish action plan for GMIs with key components : <ul style="list-style-type: none"> • Internal working group[PoW] • CRIG (external working group) • Young people's group 		
1.2	Supporting Child Rights Compliant Policy Making Government Officials are better equipped to adopt a 'Child Rights' approach to policy making	Child Rights 'proofing' <ul style="list-style-type: none"> • Model CRIA 'Tool' published alongside implementation guidance • Model Tool disseminated Advice issued during early phases of development of proposed policy or strategy including on Child Rights Indicators. Regular monitoring and scrutiny of implementation of named policies and strategies. All NICCY's advice subject to internal 'screening' in consideration of the likely impact on all children	Advice provided as/when appropriate in line with NICCY's process. 3 meetings held with OFMDFM to discuss. CRIA Model 'Tool' published Scrutiny of delivery addressed at quarterly Monitoring Meetings. Advice provided as/when appropriate in line with NICCY's approach. CRIG meetings: <ul style="list-style-type: none"> • Information sharing • Advice and guidance 	The Children's & Young People's Strategy is developed in compliance with children's rights. Promotion of Child Rights compliant policies/strategies. Incorporation of GMIs Address identified gaps/issues in Child Rights compliance. Enhanced progress in CRts.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
		particularly e.g. those with a disability, BME and LGBT young people.		
1.3	Joined Up Planning and Delivery for Children & Young People Government departments & agencies develop more effective collaborative working practices in delivery.	Advise Assembly and Executive on 'Children's Services Co-operation Bill' as it progresses. Findings from Report (commissioned by NICCY) on best practice in co-ordinating interagency working disseminated.	Advice provided to Govt as appropriate. Liaison with MLA taking forward PMB. Paper disseminated to relevant stakeholders. Roundtable held.	Progress in relation to joined up working in the planning, commissioning and delivery of services to children and young people.
1.4	Public Spending on Children & Young People. Transparency of budgets as they relate to expenditure on children. Understanding on	Budget report II completed and launched. Implementation action plan agreed: <ul style="list-style-type: none"> • Dissemination of Budget II report; • Formal advice issued; • Set Up the cross-sectoral working group on children's budgeting; 	Report disseminated Key messages & recommendations publicised.	Key stakeholders, including Government Officials are working together to identify and overcome barriers to transparency within Children's Budgeting.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
	effectiveness of budgetary decision	<ul style="list-style-type: none"> Communications plan agreed; Present report to DfP and relevant scrutiny committee. <p>Advice on budget published</p>	<p>2 meetings held, minutes of which reflect discussions held on CSR and Budget reports.</p> <p>Advice provided</p>	
1.5	<p>Participation of Children and Young People in decision making.</p> <p>Best practice by Government in the Participation of Children and Young People (C&YP)</p>	<p>Provide advice and support to OFMDFM, Depts and ALBs following recommendations of Walking or Talking Participation' report.</p> <p>Engagement with new councils to:</p> <ul style="list-style-type: none"> gain endorsement of Participation Statement of Intent (PPSI) develop support and capacity building programme with new councils on engagement of C&YP using pilot project with Derry City and Strabane District Council 	<ul style="list-style-type: none"> Monitor OFMDFMs Action Plan for Participation. Participation Review Questionnaires sent to all Departments Letter with feedback sent to ALBs following PPSI analysis <ul style="list-style-type: none"> 50% of new councils endorse the PPSI <ul style="list-style-type: none"> Follow-up engagement with Councils as appropriate 	<p>Development of an action plan and tools for monitoring and evaluating the impact of C&YP's engagement in the development of policies, strategies, legislation and services. There is a greater understanding within ALBs of the benefits of children's & young people's participation.</p> <p>Councils include engagement with C&YP as part of their Community Plan</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
		<p>Engage with DOE officials to encourage establishment of mechanisms to monitor involvement of children and young people in community planning processes</p> <p>Develop cross sectoral working group to review C&YP participation opportunities</p> <p>Engage with key Participation practitioners.</p> <p>Engage with all relevant human rights, equality and inspectorate bodies to support their strategic engagement with C&YP (Corporate MoUs to be updated/finalised in advance)</p>	<ul style="list-style-type: none"> • Delivery of programme of advice / capacity building as appropriate • Monitoring mechanisms agreed with DoE officials <p>Cross sectoral group formed and ToR agreed</p> <p>2 Participation Forum meetings hosted</p>	<p>Improved strategic participation practices with C&YP across sectors</p> <p>Stat' & Vol' Sect's exchange info' & gd prac.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2 CP)
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 UNCRC and previous Concluding Observations.</p> <p>[x ref HLCO 8]</p>	<p>Joint Shadow Report produced with other 3 UK CCs and submitted to UN Committee.</p> <p>Publish summary report on the realisation of C&YP's rights in N. Ireland - drawing on recent KLT and YLT survey results.</p> <p>NYP working group to support communication of report findings</p> <p>Promote the UK Commissioners' Report</p> <p>Facilitate UN Committee Task Force visit to NI including that with NGO sector, C&YP</p> <p>Engage with UNCRC in Pre-sessional hearing and establish list of issues in collaboration with UK CCs.</p>	<p>Report agreed by UK Commissioners.</p> <ul style="list-style-type: none"> Report drafted & finalised <p>NYP trained in preparation to support 'communication activity'.</p> <ul style="list-style-type: none"> NICCY input to pre-sessional reflected in the Committee's list of issues to State Party. Clear advice and calls for change published; Visits conducted as per Itinerary Meeting at Pre-sessional 	<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>

NICCY BUSINESS PLAN 2015-'16: 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.	Client enquiries dealt with by NICCY L&I team in respect of enquiries which include health, education, justice and others in line with departmental policy. Quarterly Casework 'Trend'/Gaps Reports produced. Evaluation Summary 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 Summary Report prepared Annual Casework Report produced and circulated by end of Q2	Breaches or violations of children's and young people's rights are identified and resolution sought / achieved. Trends/Gaps identified and addressed/inform future focus of work. Stakeholder Awareness increased.
2.2	Legal Proceedings Instigation of proceedings protecting the Rights and Best Interests of Children and Young People /	Proceedings issued according to strategic aims of Commissioner <ul style="list-style-type: none"> Legal representation provided; Interventions completed 	All cases identified, assessed and appropriate action taken, within departmental policies and legislative remit. Legal advice provided to challenge breaches of children and young	Children and Young people have appropriate legal recourse and representation NICCY advice to government / stakeholders is robust.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	<p>Ongoing identification of relevant legal cases for appropriate intervention/support.</p> <p>Legal Advice Provision</p> <p>Greater protection for Children's and Young People's Rights.</p> <p>SEN Tribunals [SENDIST]</p> <p>Children's and Young People's Rights and Best Interests are well served in such processes and their 'voice' is heard.</p>	<ul style="list-style-type: none"> Amicus Curiae role performed. <p>Legal advice or representation provided as appropriate to casework clients.</p> <p>Legal advice/support provided with regard to ongoing 'in-year' work</p> <p>Provide representation at SEN Tribunals in line with appropriate use of NICCY's powers</p>	<p>people's rights via legal processes,</p> <p>Legal advice support given as soon as reasonably practicable after receipt of request</p> <p>Representation provided by L&I Staff;</p> <ul style="list-style-type: none"> Outcomes recorded via usual departmental processes and reported on via Legal Ezine and website. 	<p>Children & Young People who would not otherwise be represented, receive appropriate legal representation.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
2.3	Investigations Conduct Investigations in area/s identified to forward strategic aims of Commissioner.	When appropriate investigation has been identified Action Plan implemented and agreed 'next steps' progressed and monitored.	Actions monitored and recorded as NICCY powers are used appropriately to progress.	NICCY Recommendations / Calls to Government / Agencies and necessary actions progressed.
2.4	Legal Funding Children and Young People's access to justice assured.	Legal funding awarded to applicants who meet NICCY's Legal Funding Criteria	Legal Funding meetings convened and applications considered in line with Legal Funding Policy and Process.	Cases brought to Court for positive resolution. Follow up work to ensure compliance with outcome as necessary / appropriate. Children enabled to have access to justice.

NICCY BUSINESS PLAN 2015-'16: 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>Enhanced awareness of the UNCRC, C&YP's Rights and NICCY's work/role.</p>	<p>Children and young people give clear advice re NICCY's corporate, business plan and priorities.</p> <ul style="list-style-type: none"> Develop and implement 'Your Voice matters' project. <p>Deliver 'age / audience appropriate' programmes to raise awareness of the UNCRC, C&YP's Rights and NICCY's work to:</p> <ul style="list-style-type: none"> C&YP <p><i>-Engagement work with children and young people to ensure greater understanding of their issues, how</i></p>	<p>Through 'Your Voice Matters...' engagement project:</p> <ul style="list-style-type: none"> PID completed Engage with NYP planning and delivery of workshops; completion of report and shape of Annual Event (see 3.7); 25 workshops with children and young people delivered; Complete report on findings; Feedback from C&YP helps shape Annual event; Plan for ongoing engagement with C&YP agreed. <ul style="list-style-type: none"> 10 awareness raising workshops delivered in Schools, Youth & Community settings 	<p>Key stakeholders have an increased awareness of UNCRC, C&YP's Rights and the Work of NICCY.</p> <p>C&YP are empowered to have a voice on issues that affect them</p> <p>Key stakeholders have an increased awareness of UNCRC, C&YP'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)
		<p><i>they wish to engage with NICCY and feedback on stated NICCY priorities;</i></p> <p><i>-Regular outreach engagement work with children and young people from across NI and communities of interest Eg LAC, youth justice, BME, LGBT etc....</i></p> <ul style="list-style-type: none"> • Parents/Carers • Professionals working with, or whose work has an impact on, C&YP <p>Implement robust evaluation for all programmes and produce summary evaluation report.</p>	<ul style="list-style-type: none"> • 5 awareness raising workshops delivered to parents/carers • 10 awareness raising delivered to Professionals including in Education & Healthcare. <p>All programmes highly evaluated</p>	

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
3.2	Online & Social Media Communications Channels Enhance awareness of children's rights and NICCY's work through on-line communications channels .	Maintain and develop upon current levels of online and social media activity and increase dissemination across all platforms. <ul style="list-style-type: none"> • Web site – maintain & develop content and monitor online traffic to the NICCY website • produce regular ezines. • Produce regular content for and monitor activity on Twitter and Facebook • Publicise and promote all relevant NICCY work, publications and events Record and analyse activity using analytic tools	Develop baseline of visitors to NICCY's website to monitor increased traffic. 4 e-zines produced & issued. Twitter site reflects NICCY's work through increased activity. NICCY publications produced and disseminated across relevant stakeholder groups Key events supported and promoted. 6-monthly media and Online Trend Analysis' produced	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 NICCY brand recognition increased among Stakeholders Increased awareness of NICCY's work among key stakeholders NICCY's work is responsive and informed through analysis of issues, activity and trends

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
3.3	Communications Raise awareness and profile of NICCY's work with the media and monitor relevant developments.	Develop Communications Strategy & Action Plans to support the BP priorities. Develop proactive and productive relationships with print and broadcast media. Monitor relevant political developments of relevance to NICCY	Action plan KPIs implemented to support PoWs / Core Business/reactive work. Coverage evident in targeted media outlets NIA monitoring information issued and collated for reference.	Gaps identified to inform media engagement and raise profile of NICCY's work.
3.4	Legal Education & Continuing Professional Development (CPD) Events Increase awareness and application of Children's and Young People's Rights and Best Interests.	Host annual CPD event for legal stakeholders Host legal education workshops Publish and disseminate legal e-zines.	CPD event held 2 seminars held 2 legal e-zines produced in the business year	Legal Practitioners have increased awareness of Children & Young People's Rights and the functions of NICCY. Legal Practitioners have increased awareness of the legal provision and jurisprudence of the Courts in relation to the topics covered.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	<p>Annual Conference on C&YP's Rights</p> <p>Enhanced profiling of NICCY's work especially amongst C&YP alongside increased Stakeholder engagement on same.</p>	<p>Annual event (x ref 3.1).</p> <p>Focus to be on C&YP following 'Your Voice Matters' Project.</p> <ul style="list-style-type: none"> • C&YP led event • Commissioner's Keynote Speech • Stakeholder Engagement. 	<ul style="list-style-type: none"> • Programme of Work Team established; • Action Plan/s produced; • Conference held; • Area/s of work progressed. 	<p>Conference held focusing on NICCY's priorities / issues affecting C&YP</p>

NICCY BUSINESS PLAN 2015-'16: 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	<p>Education inequalities</p> <p>Education: 'The Case for Change' to achieve an Education System 'fit for purpose' in today's world.</p>	<p>Scope published research [DTR] and conduct meetings to collate further evidence regarding:</p> <ul style="list-style-type: none"> • quality of the educational experience; • attainment; • achievement; and • gaps. <p>To identify 'The Case for Change' in NI's Education System.</p> <p>Monitor and engage with relevant educational stakeholders.</p> <p>Establish work plan with key components :</p> <ul style="list-style-type: none"> • Internal working group [PoW] • External working group • Comm's & Stakeholder engagement as appropriate. 	<p>Action plan agreed and implemented to include:</p> <ul style="list-style-type: none"> • Clear advice and calls for change published <p>Community-wide debate and advice disseminated.</p>	<p>NICCY has a clear, agreed plan of action to promote 'the case for change' to achieve an education system 'fit for purpose'.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
4.2	SEN and Inclusion Ensure optimum provision for all Children and Young People within the forthcoming SEND Legislation, Regulations and Code of Practice.	Detailed commentary on SEND legislation, Regulations and Code of Practice issued. Ongoing monitoring of implementation of provisions Ongoing engagement with key stakeholders. Provision of advice to DE, EA and Assembly as appropriate.	Completion of SEN and Inclusion response. Any Issues in respect of provisions identified and feedback provided. Meetings with key stakeholder groups Meetings with DE Officials and Minister	NICCY will have worked effectively with stakeholders to demonstrate effective advocacy on behalf of C&YP with SEN and their parents/carers in relation to the draft legislation and Code of Practice.
4.3	Pupil Participation in Schools Enhanced and effective Pupil participation mechanisms in Schools	Following recommendations of Pupil Participation report: <ul style="list-style-type: none"> Follow-up with DE re; monitoring the impact of Pupil Participation Update Democra-school Guidance and any associated materials 	<ul style="list-style-type: none"> Engage with DE Minister / officials on Pupil Participation NICCY's Democra-school resources updated and disseminated. 	<ul style="list-style-type: none"> Effective participatory practice in Schools. Increase in C&YP's participation on matters affecting them in School.

NICCY BUSINESS PLAN 2015-'16: 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	Child Sexual Exploitation Children and young people are adequately protected from CSE.	Monitor progress on implementation of recommendations of relevant processes including Marshall Inquiry and SBNI thematic review: <ul style="list-style-type: none"> Review of actions taken by all statutory agencies Advise and engagement with key stakeholders. 	<ul style="list-style-type: none"> Seminar: <ul style="list-style-type: none"> Relevant stakeholders attend Clear progress on actions identified Evaluation Next steps for NICCY agreed. 	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.
5.2	Children's & Young People's Mental Health Children and young people in NI have improved emotional health and mental well-being	<ul style="list-style-type: none"> Undertake scoping exercise Identify calls for action Agree work/action plan 	Action plan agreed and implemented to include: <ul style="list-style-type: none"> Clear advice and calls for change published Community-wide debate and advice disseminated. 	NICCY has advised Government on the mental health needs of Children and Young People including need for greater investment in services to meet those needs.

NICCY BUSINESS PLAN 2015-'16: 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 System Children & Young People going through the youth justice system have their Rights including their best interests protected.	<p>Monitor and review implementation of the Youth Justice Review recommendations.</p> <p>Appropriately scrutinize and advise DoJ, relevant agencies and stakeholders</p> <p>Keep under review, and provide advice in respect of issues for Children & Young People in contact with the youth justice system including the DOJ scoping study and filtering mechanism in relation to Access NI certificates</p>	<p>Monitor / Review paper/s produced;</p> <p>Advice paper/s produced & submitted to Dept / relevant agency;</p> <p>Meetings held / attended; Participation in relevant Fora</p>	Child Rights compliance progressed.
6.2	Policing The Rights and Best Interests of Children and Young People in policing are addressed.	<p>Advice provided in relation to policing.</p> <p>Develop effective working relationships with relevant policing bodies</p>	<p>Advice provided in a timely fashion;</p> <p>Participation in Meetings.</p> <p>Advice provided.</p>	Enhanced awareness of policing issues in relation to Children's and Young People's Rights.

NICCY BUSINESS PLAN 2015-'16: 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	Child Poverty Child Poverty in NI is significantly reduced	Establish work plan with key components : <ul style="list-style-type: none"> Internal working group [PoW] External working group Ensure relevance of targets in Child Poverty Plan particularly provision of Action Plan to engage with and provide advice in relation to the impact of the proposed changes in social security in NI Engage with changes proposed to Child Poverty Act Public awareness campaign processes agreed .	NICCY action plan agreed and Initial actions implemented to include: <ul style="list-style-type: none"> Clear advice and calls for change published Proactive advice provided in a timely manner.	The development of policies, legislation and services will be informed by NICCY advice on the rights and best interests of Children & Young People in poverty.

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
7.2	<p>Children & Young People with Disabilities</p> <p>Children and young people with disabilities have their rights protected</p>	<p>NICCY alternative report on Government delivery in relation to UNCRPD and Children & Young People with disabilities in Northern Ireland reviewed and submitted to UN Committee according to their timescales.</p> <p>Advice in relation to SEND on behalf of C&YP with disabilities; Engagement with Stakeholders e.g. CDSA / SENAC members etc</p>	<p>A submission reflecting how government has delivered on the Rights of Children & 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>
7.3	<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)
7.4	<p>Non-discrimination due to Age</p> <p>Age discrimination legislation include all ages</p>	<p>Engage appropriately with consultation concerning proposed Age GFS legislation and implement relevant agreed actions.</p> <p>Ensure that public generally but children, young people, parents and grandparents are aware of the impact of proposals</p> <p>Raise awareness of discrimination of young people including impact of negative stereotyping of children and young people</p>	<p>Publish advice and respond to proposals</p> <p>Engagement with key stakeholders including NYP and the media.</p>	<p>Age Discrimination legislation introduced by NIA does not exclude C&YP.</p>

NICCY BUSINESS PLAN 2015-'16: 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	Organisational Restructuring due to Government Budget Cuts Effectiveness and efficiencies achieved within required budget constraints required period.	<ul style="list-style-type: none"> Structure revised taking into account functions, duties, priorities and budget of the Office. Business Plan Review in year as necessary due to above; new Commissioner review. OT/CM plans. 	<ul style="list-style-type: none"> Consultation and engagement process undertaken with staff and Unions New Structure communicated to stakeholders and implemented. Business Plan reviewed and submitted to sponsor dept. Plans produced and disseminated. 	Effective and efficient delivery of 2015-'16 Business Plan; Effective delivery of 2015-16 Business Plan II.
8.2	Corporate Governance Governance, accountability and decision making processes adhere to best practice.	Maintain high standards of governance in relation to Government oversight; Systems and policies reviewed as necessary / required iro incoming Commissioner e.g. <ul style="list-style-type: none"> MSFM Review input; 	<ul style="list-style-type: none"> MSFM adherence; 	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)
		<ul style="list-style-type: none"> External Audit Reports; Internal Audit Reports as per schedule; <p>Policies reviewed as per schedule e.g.</p> <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% External Audit report recommendations are actioned appropriately; 100% Internal Audit report recommendations are actioned appropriately; Relevant policies and systems identified for periodic reviewed and updated; Implementation of same. 	
8.3	<p>Annual Business Plan 2016-'17.</p> <p>Maintained focus on Organisational function and remit as per 2014-'17 Corporate Plan.</p>	Annual Business Plan produced for final year of Corporate Plan period i.e. 2016-'17.	<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-'17 	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	NICCY Youth Panel (NYP) Ensure NYP play a key role in advising NICCY.	Input by NYP as identified / necessary iro Business Plan 2015-'16, especially with regard to priority areas: <ul style="list-style-type: none"> • Mental Health; • Poverty; • Educational Inequalities • General Measures of Implementation 	<ul style="list-style-type: none"> • Input and views provided by NYP on issues that affect C&YP • Regular (6) meetings held. • Review role and working of the panel with Commissioner • Subgroups set up as appropriate. • 1 Residential completed 	NICCY Youth Panel has a voice and informs, contributes too and participates in relevant areas of work.
8.5	NICCY's Annual Report & Annual Accounts. Greater appreciation of the work of NICCY in fulfilling its legislative function and remit within effective use of financial resources.	<ul style="list-style-type: none"> • Annual Report (on previous business plan / year); & • 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 & 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. 	Awareness of NICCY's work over the year under report and enhanced accountability to Stakeholders.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
8.6	<p>NICCY's Performance and Impact.</p> <p>Continued overall effectiveness and efficiency maintained through</p> <ul style="list-style-type: none"> internal and external systems; reporting; and leadership. 	<ul style="list-style-type: none"> ALB Reports to OFMDFM (Q'ly); Reporting on NICCY's BP Performance [PMEF*] throughout the year; Final PM&EF MIS / Interim arr's; Internal robust legal advice provided as require on appropriate issues; Stakeholder Engagement. <p>[*Performance Management & 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>
8.7	<p>NICCY's Performance in National and International arenas</p> <p>NICCY will engage effectively with all relevant bodies</p> <ul style="list-style-type: none"> BINOCC; ENOC; 	<ul style="list-style-type: none"> Produce/publish relevant reports/papers Collaborate with other relevant bodies particularly other children's commissioner and IHRIs; BINOCC quarterly meetings; 	<ul style="list-style-type: none"> Stakeholders' responses obtained. BINOCC work input; Human Rights Institutions – input/work; 	<p>Enhanced stakeholder engagement and support for the work of NICCY in relevant local, national and international 'arenas'.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	<ul style="list-style-type: none"> o Council of Europe; and o United Nations. 	<ul style="list-style-type: none"> • ENOC Annual Conference; • CoE / FRA; • UN Treaty Monitoring Bodies esp' UN CRC. 	<ul style="list-style-type: none"> • ENOC Annual Conference; • European areas of work; • Work/Input to Treaty Monitoring Bodies. 	
8.8	<p>Review of NICCY's Legislation: OFMDFM's Response to NICCY's Article 24 Report</p> <p>Enhanced protections for Children's and Young People's Rights and Best Interests in NI.</p>	<ul style="list-style-type: none"> • Formal 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)
8.9	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.

* 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 Length 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.