



Business Plan 2018-19

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 Department for Communities.

The Commissioner's full designated powers took effect from 1 October 2003. The 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 the rights of all Children and Young People are respected and realised”

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: *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 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:

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 2017-'20

The Corporate Plan 2017-'20 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 and sets out the desired outcomes across identified key priorities. Mindful of the outcomes based accountability approach adopted in the draft **Programme for Government** (2017-'21) and the **Children's and Young People's Strategy** (2017-'27), NICCY's approach is as previously, also outcomes based.

Business Plan 2018-'19

This Business Plan links directly to the Corporate Plan 2017-'20 and is Year 2 of same. As such, it identifies the key objectives and SMART targets/outputs to be met/delivered during the course of the year based on the 6 high level corporate objectives including key performance indicators and verification methods.

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

Business Plan 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.

Internal Departmental Workplans

This Business Plan is supported by more detailed departmental plans.

Fundamental Principles

Participation of Children and Young People: The importance of the involvement and participation of children and young people in all relevant aspects of the realisation of our business plan targets is of primary consideration to NICCY and is embedded throughout each of the corporate and business objectives where appropriate/possible. NICCY has also revised and updated guidance on participation for government departments and statutory agencies in line with good practice and current thinking.

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 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/Approach in our Work: NICCY was established to support the protection, promotion and adherence to children's and young people's rights with due regard to the UNCRC. The application of these 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 to ongoing improvement of our own practice in reflecting international rights standards and approaches.

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 2017-'20 Corporate Plan - that it would be delivered within NICCY's staffing and budget requirements. In the current climate of ongoing budget cuts and required savings, we are facing budget reductions going forward. These cuts have meant 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 and Risk Management

NICCY will ensure adherence to and 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&P – Policy & Participation;

The Senior Management Team (SMT) comprises Chief Executive and Heads of Departments.

NICCY BUSINESS PLAN 2018-'19: Corporate Plan Objective 1

HLCO 1: To ensure that children's rights are respected, promoted and protected in the work of all duty bearers.

Key Outcome: NICCY's work influences Government and its Agencies to more effectively deliver in compliance with children's rights and best interests and promotes respect for same at local, national and international levels.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
1.1	Highlight and Promote Key Child's Rights issues at Local, National and International levels.	<ul style="list-style-type: none"> Publish & Disseminate 'Statement on Children's Rights in NI'. Issue Key Advice to Govt & relevant stakeholders. Children's Rights Celebration Event held. BINOCC Engagement. ENOC Engagement. 	<ul style="list-style-type: none"> Clear analysis of compliance with children's rights in NI issued. Statement re' progress on delivery of UN Committee's Concluding Observations and recommendations. Advice papers collated / recorded centrally; Calls to Government recorded / periodic follow up. Children's Rights Day / Ratification of UNCRC Day 20 November. Co-ordination and collaboration with relevant Commissioners on key UK/Ireland-wide Children's Rights issues progressed. EU Counterparts' engagement / actions progressed / outputs recorded obo CYP.

Key Outcome: NICCY's work influences Government and its Agencies to more effectively deliver in compliance with children's rights and best interests and promotes respect for same at local, national and international levels.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Engagement with HRts Bodies. Input / submissions to UN Bodies inc' rep'g cycles. 	<ul style="list-style-type: none"> Children's rights issues progressed through collaborative working with relevant bodies. As/when appropriate as per reporting cycles.
1.2	Advise on finalisation and implementation of the Children and Young People's Strategy Delivery Plan/s.	<p>Scrutinise and provide advice to duty bearers as required via CYPs Project Board.</p> <ul style="list-style-type: none"> Engagement with DE, CYPD, CYPs Project Board; DE Permanent Secretary and Officials. Engagement with / advice provided to Government Departments and relevant Committees. 	<ul style="list-style-type: none"> Clear and robust advice issued via CYPD Project Board, CYPD, DE and progress monitored. Enhanced Children's Rights' compliance advice reflected in the outworking/implementation plans of the CYPs.
1.3	Monitor and advise on implementation of Children's Services Co-operation Act (CSCA).	<ul style="list-style-type: none"> Monitor and advise on the delivery of CSCA via engagement with DE CYPs Project Board; DE Permanent Secretary and CYPD Officials. 	<ul style="list-style-type: none"> Robust advice on CSCA provided and followed up.

Key Outcome: NICCY's work influences Government and its Agencies to more effectively deliver in compliance with children's rights and best interests and promotes respect for same at local, national and international levels.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Engagement with / advice provided to Government Departments and Committees on implementation plans for CYPs. 	<ul style="list-style-type: none"> Publish position statement on the progress of CSCA (SOCRNi).
1.4	Advise on likely impact of 'Brexit' on the rights of Children and Young People.	<ul style="list-style-type: none"> Review developments and advise relevant authorities including Govt Depts (Leads) accordingly. Support the engagement of children and young people. Engage with and work collaboratively with all stakeholders including other BINOCC Commissioners. 	<ul style="list-style-type: none"> Advice Papers issued to relevant stakeholders. Relevant decision makers (NI Executive, CExEU, NI Affairs Cottee) aware of CYP's issues and NICCY's position. Young people's views made known to decision makers. The rights of children in NI are reflected in Brexit discussions and decisions.
1.5	Advise government on relevant policy and legislative development to ensure compliance with children's rights.	<ul style="list-style-type: none"> Monitor legislative & policy dev'ts against UNCRC and Conc' Obs' and NICCY key priorities' calls to provide advice to relevant authorities. 	<ul style="list-style-type: none"> All advice papers issued reflect UNCRC and Concluding Observations and recommendations as well as NICCY key priorities' calls. Follow up to above recorded and monitored.

NICCY BUSINESS PLAN 2018-19: Corporate Plan Objective 2

HLCO 2: To highlight and address critical issues which adversely affect children and young people.

Key outcome: 2.1 Tackling Child Poverty: We will raise awareness of the high levels of child poverty in Northern Ireland, its impact on children's lives and advise Government on appropriate action to tackle it.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.1.1	Implement a public engagement programme to raise awareness of the extent and impact of child poverty.	<ul style="list-style-type: none"> Provide advice to government in relation to tackling child poverty. Publish clear calls to Government on website. Work with relevant statutory and NGO partners and NYP subgroup to develop and implement Child Poverty Week 2018. 	<ul style="list-style-type: none"> Issuing of child's rights / NICCY positions in relation to child poverty reflected in calls to Govt and relevant action taken. Involvement of 10 organisations re' week of engagement. Effective stakeholder engagement during 'NICCY Child Poverty Week'.
2.1.2	Develop advice for government on legislation and policy relevant to child poverty and welfare reform.	<ul style="list-style-type: none"> Publish briefing on the impact of Welfare Reform on C&YP in NI. Provide advice on necessity for welfare reform mitigation measures going forward. UK CCs' collective 'calls' developed in collaboration to influence UK and NI Government. 	<ul style="list-style-type: none"> Government has a major focus on tackling child poverty in the Programme for Government. Awareness of the impact of welfare changes on children and their families is raised among key stakeholders. A new package of mitigation measures is developed and implemented focussing on children and their families. Clear calls for change from Children's Commissioners to UK Government.

Key Outcome: 2.2 Improving Mental Health & Wellbeing: We will gather evidence as to the adequacy of child and adolescent mental health services with a view to outlining critical actions for Government to better meet the needs of children and young people.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.2.1	Publish a rights-based review of children and young people's experiences of accessing care and treatment for their mental health and monitor implementation of actions.	<ul style="list-style-type: none"> • Workshops held with a range of key stakeholders which informs the data analysis and report write up • Meet with Professional Advisory Group and NICCY Youth Panel Advisory Group at all appropriate points. • Write Mental Health Review report - to include findings and recommendations from each strand of work. • Develop Comm's Plan to organise and action dissemination activities. • Publish and Launch Event of Report. • Communicate Findings to CYP. 	<ul style="list-style-type: none"> • Recommendations are informed by key stakeholders including practitioners and children and young people. • Recommendations are informed by Professional Advisory group and NICCY Youth Panel. • Report produced. • Communications Plan produced and implemented. • Report published and launched. • Report disseminated in a range of formats and media, including young person friendly and easy read versions.

Key Outcome: 2.2 Improving Mental Health & Wellbeing: We will gather evidence as to the adequacy of child and adolescent mental health services with a view to outlining critical actions for Government to better meet the needs of children and young people.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Monitor developments on the implementation of key recommendations from the Mental Health Review - to include scheduling follow-up meetings with key stakeholders after publication of report. 	<ul style="list-style-type: none"> Template and schedule for disseminating findings and monitoring progress is developed.
2.2.2	Provide advice to government on legislation, policy and practice relevant to Child and Adolescent Mental Health & Wellbeing.	<ul style="list-style-type: none"> Issue advice based on the findings of the mental health review. Monitor developments on Mental Capacity framework and provide advice where appropriate. ENYA Mental Health Initiative – Young people from NI participate in the ENYA work. 	<ul style="list-style-type: none"> Relevant authorities are aware of children's rights implications of their work. Raise children's rights implications of framework as / when necessary. Issues affecting the emotional and mental health of young people are reflected in the work and report of ENYA/ENOC.

Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion: We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.3.1	Educational Inequalities - Work towards the achievement of an education system compliant with Article 29(1) of the UNCRC.	<ul style="list-style-type: none"> • Provide children's rights compliant advice to Government and stakeholders as required on key education issues. • Regular meetings with EA, ETI, Department of Education officials, political representatives, education advisers for and other relevant education stakeholders. • Engage with NYP Advisory Group and with Professional Advisory Group. • Regular internal meetings of Educational Inequalities PoW Group. • 'The Big Conversation', work with children and young people and other stakeholders on priority education issues. 	<ul style="list-style-type: none"> • Children's rights advice given to Government and other stakeholders as required on key education issues • Monitoring of and engagement with relevant educational duty bearers. • NICCY's work is informed by young people and professional advisory group. • Education stakeholders, parents and children and young people are fully informed of the issues and views heard / inform on issues. • Key issues and actions are identified, agreed and progressed.

Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion: We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.3.2	SEND and Inclusion - Ensure the rights and best interests of children are protected, promoted and realised in the SEND Framework and associated work on SEND undertaken by Government.	<ul style="list-style-type: none"> • Provide advice to Government on progression of SEND Framework and SEND issues affecting children and young people. • Ongoing engagement with key stakeholders on SEND. • Undertake an Investigatory Review of SEN services in education. 	<ul style="list-style-type: none"> • Advice issued and disseminated. • Key stakeholders' engagement sessions on an ongoing basis on SEND and inclusion. • Survey completed with Principals and SENCOs. • SEND subgroup of Professional Advisory Group est'. • Project plans completed. • Views of children, parents and professionals on children and young people's access support for SEN in education gathered. • Review completed and write up underway (to be published in 2019-20).
2.3.3	Costs of Education - Ensure the rights and best interests of children are upheld in accessing and participating in education.	<ul style="list-style-type: none"> • Provide advice to Government and stakeholders as required on the costs of education, informed by the findings of the survey and report. 	<ul style="list-style-type: none"> • Increased awareness of the impact of cost of education for children and young people and its impact on accessing education / education services.

Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion: We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.3.4	Children's Wellbeing in Education - Ensure the promotion of child wellbeing in children's participation in, and access to, education.	<ul style="list-style-type: none"> Building on previous work / papers. Provide children's rights compliant advice to Government and stakeholders as required on child wellbeing in education. 	<ul style="list-style-type: none"> Survey completed by Principals. Develop paper with recommendations to DE and EA. The range of agreed wellbeing measures is progressed.

Key Outcome: 2.4 Addressing the Legacy of the Conflict: We will hold government to account in relation to the effective protection of children and young people from trauma, violence or mistreatment due to the continuing legacy impact of the conflict.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.4.1	Work to ensure the protection of children and young people from trauma and violence due to the continuing legacy of the conflict in Northern Ireland.	<ul style="list-style-type: none"> Advice provided to Government and stakeholders as required on conflict legacy issues and the impact of the legacy of the conflict on children and young people and the realisation of their rights. Provide advice through participation on CVSNI Advisory Committee and Research Steering Groups. Regularly engage with relevant stakeholders on transgenerational legacy impact / research. 	<ul style="list-style-type: none"> Government informed of the impact of the conflict on the lives of children and young people. Effective collaboration with CVSNI. CVSNI commissioned research has a child's right focus.

Key Outcome: 2.4 Addressing the Legacy of the Conflict: We will hold government to account in relation to the effective protection of children and young people from trauma, violence or mistreatment due to the continuing legacy impact of the conflict.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Monitor action by statutory authorities in respect of 'Paramilitary Style Assaults' (PSAs) on children and young people in follow up to work with Community, Statutory Agencies and Political Leaders in 2018-'19 as per legislative remit. 	<ul style="list-style-type: none"> Follow up with all statutory agencies on action / progress to date as per previous year's work and correspondence. Follow up with Community Sector Representatives and Political Representatives.

Key Outcome: 2.5 Challenging Discrimination: We will provide robust challenge where children and young people experience discrimination.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.5.1	Age discrimination legislation in accessing goods, facilities and services includes all children and young people.	<ul style="list-style-type: none"> Ongoing engagement with key stakeholders on Age GFS legislation and highlighting the need for protections from age discrimination to extend to all age groups. 	<ul style="list-style-type: none"> Proposed legislation protects children and young people
2.5.2	Ensure equal protection from assault in the home for children and young people.	<ul style="list-style-type: none"> Public and political engagement plan implemented and reviewed as necessary. Further advice commissioned as necessary. 	<ul style="list-style-type: none"> Increased profile re' debate about Equal Protection, including in political parties, Government, Statutory, NGO sectors and media. Reform and implementation proposals issued.

Key Outcome: 2.6 Strengthening Safeguarding provisions: Safeguarding arrangements for children and young people are strengthened as NICCY monitors and provides advice on provisions to protect children, including in relation to Child Sexual Exploitation and Separated Children Subject to Immigration Control.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.6.1	Child Sexual Exploitation (CSE) - Ensure effectiveness of arrangements to protect children and young people from CSE and other safeguarding concerns, including children going missing.	<ul style="list-style-type: none"> Review of Government implementation plans regarding Independent Inquiry into CSE recommendations. Review of statutory agency interventions to protect children and young people at risk of going missing. Engage with agencies including HSCB and PSNI on responding to children and provide advice as deemed necessary Ensure NICCY's work is informed by the views and experiences of children and young people 	<ul style="list-style-type: none"> Dissemination of NICCY Progress Report review findings and engagement with government, statutory agencies and others on this. Greater awareness of level of effective delivery of Independent Inquiry recommendations. Produce and disseminate authoritative advice to statutory agencies on responding to children and young people at risk of going missing. NICCY's work is informed by children and young people.

Key Outcome: 2.6 Strengthening Safeguarding provisions: Safeguarding arrangements for children and young people are strengthened as NICCY monitors and provides advice on provisions to protect children, including in relation to Child Sexual Exploitation and Separated Children Subject to Immigration Control.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.6.2	Children and Families Subject to Immigration Control - Hold Government to account on meeting legal obligations to Separated Children.	<ul style="list-style-type: none"> Monitor Government action to establish an independent Guardian service for separated children. Monitor Government action to support children and families subject to immigration control. 	<ul style="list-style-type: none"> Produce and disseminate advice regarding separated children as deemed appropriate. Engage with UK and NI government and statutory agencies and others and provide advice as necessary, including on resettlement programmes and the implementation of immigration rules.
2.6.3	Safeguarding and social care overall – Provide advice on matters as determined by NICCY.	<ul style="list-style-type: none"> Advice issued as required, including in regard to the Looked After Children and Parenting & Family Support strategies. 	<ul style="list-style-type: none"> Disseminate authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders.

Key Outcome: 2.7 Addressing Issues In Youth Justice: NICCY's advice promotes greater adherence to and consideration of, the Rights of Children and Young People Rights in the youth justice system.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.7.1	Children and Young People involved with the youth justice system have their rights respected and protected.	<p>Monitor, advise and challenge government regarding the rights of children involved in the criminal justice system</p> <ul style="list-style-type: none"> Engage with stakeholders to monitor, advise and challenge as appropriate Engage with DoJ on the application of the 'Best Interests' principle across the youth justice system as set out in section 53 of the Justice (Northern Ireland) Act 2002 (as amended). 	<ul style="list-style-type: none"> Produce and disseminate advice to relevant stakeholders on: <ul style="list-style-type: none"> Youth Justice review outworking Scoping Study Stop and Search Confidence of young people in PSNI Produce NICCY's response regarding the implementation of the 'best interests' requirement across the youth justice system.

NICCY BUSINESS PLAN 2017-'18: Corporate Plan Objective 3

HLCO 3: To address breaches of children's and young people's rights.

Key Outcome 3: Potential breaches of children and young people's rights are fully investigated and addressed.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
3.1	Conduct Independent Investigations.	<ul style="list-style-type: none"> Identify appropriate cases for investigation and instigate process. 	<ul style="list-style-type: none"> Draft ToR for Investigation in line with legislative requirements. Conduct formal investigation.
3.2	Assist children and young people with complaints.	<ul style="list-style-type: none"> All complaints triaged at case review meetings and allocated appropriately in line with legislation. Complaints which are not to proceed as investigations will proceed as casework or be signposted to appropriate agencies. 	<ul style="list-style-type: none"> Robust records maintained. 90% successful resolution of cases; Quarterly Trend Report produced to measure trends and inform work planning. Cases outside remit signposted appropriately. Annual Casework Report produced.
3.3	Bring, Intervene in or assist with legal proceedings.	<ul style="list-style-type: none"> Proceedings issued as/when appropriate in line with our legislation. Legal funding applications considered by LFC in line with legislative parameters. 	<ul style="list-style-type: none"> Legal interventions progress the rights of children and young people. Legal Funding Committee meets to consider applications for funding against legislative and internal criteria with decisions recorded.

Key Outcome 3: Potential breaches of children and young people's rights are fully investigated and addressed.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
3.4	NICCY's work is supported by robust legal advice.	<ul style="list-style-type: none"> Legal advice provided to Commissioner, SMT and Colleagues in relation to ongoing work of the organisation on request. Legal opinions sought as/when specialist knowledge in a particular area outside of internal expertise is necessary. 	<ul style="list-style-type: none"> Legal advice provided as required. Advice papers, notes, verbal advice provided and disseminated as requested. Legal advice provided to support the priority aims and work of NICCY.

NICCY BUSINESS PLAN 2017-'18: Corporate Plan Objective 4

HLCO 4: To raise awareness of children's and young people's rights, the UNCRC and the functions of the Commissioner.

Key Outcome: 4 Greater understanding and awareness of children's and young people's rights, the UNCRC and NICCY's functions and work in achieving its mission.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
4.1	Enhance awareness of the UNCRC, C&YP's Rights and NICCY's work/role.	<ul style="list-style-type: none"> Develop mechanisms for engagement with C&YP / parents at public events, including info on the Commissioner's 'cape'. Regular engagement with C&YP in secure settings <ul style="list-style-type: none"> Lakewood Beechcroft Woodlands Review and deliver workshops to raise awareness of the UNCRC, C&YP's Rights and NICCY's work to key stakeholders. Identify, through our work ad hoc opportunities to raise awareness of the UNCRC, C&YP's Rights and NICCY's work. 	<ul style="list-style-type: none"> Young children (under 8yrs of age) engage with NICCY and better understand their rights. NICCY's work is informed by the experiences of young people in secure settings. Young people are better informed about NICCY and their rights. Key stakeholders have an improved understanding of children's rights and their implementation in Northern Ireland. All relevant opportunities maximised and recorded.

Key Outcome: 4 Greater understanding and awareness of children's and young people's rights, the UNCRC and NICCY's functions and work in achieving its mission.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
4.2	Promote and monitor awareness of NICCY's work and profile among relevant 'audiences' i.e. media outlets / public / political / CYP.	<ul style="list-style-type: none"> Develop an Annual Communications Strategy. Develop Specific communications plans for: <ul style="list-style-type: none"> State of Children's Rights Report. Mental Health Review Launch. Other Priority areas/POWS and reactive pieces of work where relevant. Produce NICCY publications and promotional materials. Proactive and reactive media engagement. Monitor media engagement i.e. print, broadcast and online. 	<ul style="list-style-type: none"> Strategy developed for implementation. Communications Plans developed and implemented. NICCY's work informs the public, political and other debates. State of Children's Rights publication published. Mental Health Review published and launched. Annual casework report produced and launched. Other publications produced where relevant. Media enquiries responded to appropriately and NICCY is thoroughly prepared for all media engagement. Media coverage of NICCY's positions and work is accurate. Media and Online Analysis completed and strategy reviewed accordingly.

Key Outcome: 4 Greater understanding and awareness of children's and young people's rights, the UNCRC and NICCY's functions and work in achieving its mission.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Monitor political developments of relevance to NICCY including relevant items of Assembly Business and AQS sent to staff. Maintain and develop NICCY website. Undertake online and social media activity to promote NICCY's work. 	<ul style="list-style-type: none"> NICCY is fully informed of political developments and responds appropriately. Website is current and up-to-date. Website enquiries responded to as received. Social Media sites updated with relevant content. Assess level of awareness of NICCY's work amongst: <ul style="list-style-type: none"> Children and Young People. Parents and Carers. Political representative. Other stakeholders. <p><i>(Further detail of KPIs in Communications Strategy 2018/19)</i></p>
4.3	Promote awareness of Children's Rights within the school curriculum.	<ul style="list-style-type: none"> Provide advice to, and engage with CCEA on raising the profile of Children's Rights within the curriculum. 	<ul style="list-style-type: none"> Explore opportunities for further development of online resource hub. Effective partnership with CCEA to further the introduction of children's rights in the school curriculum.

Key Outcome: 4 Greater understanding and awareness of children's and young people's rights, the UNCRC and NICCY's functions and work in achieving its mission.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
4.4	Increase awareness of the Legal functions within NICCY and how we can safeguard and promote the rights of Children and Young People.	<ul style="list-style-type: none"> Continue to implement communications plan to promote NICCY's legal service. Conduct a high level Continuing Professional Development event. 	<ul style="list-style-type: none"> 2018-19 Communications Action Plan implementation completed. Successful CPD event held with legal professionals.

NICCY BUSINESS PLAN 2017-'18: Corporate Plan Objective 5

HLCO 5: To ensure the participation of children and young people in decision making.

Key Outcome: 5 Increased involvement of, and effective mechanisms for, the participation of Children and Young People in decision making affecting their lives.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
5.1	Obtain NYP input to ensure that their voice is integral to the work of NICCY.	<ul style="list-style-type: none"> NICCY Youth Panel involved via sub groups in the development of the Business Plan 2018-19, particularly in regard to key PoW areas. NYP plan and deliver specific NYP Project on Body Image. New NYP members recruited from locations across Northern Ireland and reflecting a diversity of backgrounds. Programme of Induction and group development agreed and delivered. 	<ul style="list-style-type: none"> Input and views provided by NYP on identified issues inform our work and specified aims and objectives achieved. Quarterly meetings held with full Youth Panel / views recorded and disseminated as appropriate. The project delivers on the specific objectives planned by the NYP. Recruitment programme of new NYP members completed. NYP more diverse and representative of NI young people. Induction programme completed.

Key Outcome: 5 Increased involvement of, and effective mechanisms for, the participation of Children and Young People in decision making affecting their lives.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> • Leaver's event held to celebrate the work of members leaving NYP. • Residential with NYP held to build capacity of new members, integrate new and old members, and to facilitate NYP planning for year ahead. 	<ul style="list-style-type: none"> • Celebration event planned and run by NYP held, and positive evaluation obtained. • Positive evaluation of NYP residential, indicating that each of the objectives for the weekend have been met.
5.2	Promote best practice by Government in the Participation of Children and Young People (C&YP).	<ul style="list-style-type: none"> • Advise and support Departments, ALBs and Councils on best practice in engaging with C&YP in the decision making process. • Work with DfC to further promote C&YP engagement within the Community Planning process. 	<ul style="list-style-type: none"> • Dissemination of Participation Guidance. Publication of proactive and reactive advice to Statutory Agencies as required/necessary. • Evidence that NICCY's advice has influenced involvement of children and young people in decision making processes at the highest level of government through reference to advice provided. • Evidence that NICCY's advice has influenced meaningful involvement of C&YP in Community Planning.

Key Outcome: 5 Increased involvement of, and effective mechanisms for, the participation of Children and Young People in decision making affecting their lives.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Engage with key Participation Practitioners through holding two Participation Forum meetings to promote best practice and share experience. 	<ul style="list-style-type: none"> Participation practitioners across all sectors have a have a better understanding of good practice in participation and provide evidence of positive engagement with children and young people.
5.3	Promote effective Pupil Participation mechanisms in Schools.	<ul style="list-style-type: none"> Engage, as appropriate, with DE re' improved participation in schools in line with Pupil Participation report recommendations. 	<ul style="list-style-type: none"> Promotion of effective pupil participation mechanisms by DE, ETI and other education bodies.

NICCY BUSINESS PLAN 2017-'18: Corporate Plan Objective 6

HLCO 6: To ensure NICCY is an effective and efficient organisation.

Key Outcome: 6 NICCY has used its resources effectively and efficiently in achieving its mission to safeguard and promote the rights of Children and Young People.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
6.1	Deliver on our Annual Business Plan 2018-'19.	<ul style="list-style-type: none"> Utilise organisational resources – financial, human and physical effectively. Development of Departmental and Staff Work Plans incorporating Programmes of Work and Core Business. Engagement with NI Govt Depts, Permanent Secretaries, CYPD, Children's Champions, NICCY Advisory Forum, Participation Forum, etc. 	<ul style="list-style-type: none"> Accurate allocation & monitoring of organisational resource, budget and expenditure within permitted variance. Periodic reporting on achievement of set targets; Adherence to workplans and achievement of set objectives. Stakeholder Engagement ongoing in achievement of aims and objectives. Partnership and/or collaborative working with external Organisations / Agencies.
6.2	Ensure efficient systems of Corporate Governance and Performance Management.	<ul style="list-style-type: none"> Adherence to agreed MSFM and appropriate governance reporting and accountability mechanisms. 	<ul style="list-style-type: none"> Monitoring and internal / external reporting including DfC Accountability, Board, SMT & Staff Meetings' Minutes and Papers.

Key Outcome: 6 NICCY has used its resources effectively and efficiently in achieving its mission to safeguard and promote the rights of Children and Young People.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Adhere to systems of internal controls and financial management in line with MPMNI. Effective risk management [Corporate and Departmental Risk Registers]. Internal and External Audits and relevant action. Review of Legislation progressed. Prompt implementation and/or updating of relevant policies, procedures, guidance and practice as directed and necessary. Effective Performance Management. 	<ul style="list-style-type: none"> Audit & Risk Assurance (ARAC) meetings, processes & reporting. Submission of Governance Checklist & Assurance Statements to Sponsor Department DfC. Accurate financial management & monitoring; budget allocations, submission of consumption reports, drawdown requests. Risk Management Strategy with quarterly updates to Corporate Risk Register. Appropriate action taken iro Internal Auditor's Reports. Appropriate action taken iro External Auditor's Report. Article 24 Report reviewed / updated and submitted to Sponsor Dept Minister; Actions / progress recorded. Policies etc updated following relevant direction e.g. via legislation, DoF, DAO/FD, DfC. Effective implementation of NICCY's Performance Management Policy and Procedures including Staff Performance Appraisals, Objectives setting, 1-1s, attendance monitoring, staff training & supervision.

Key Outcome: 6 NICCY has used its resources effectively and efficiently in achieving its mission to safeguard and promote the rights of Children and Young People.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
6.3	Accurately Monitor and Report on NICCY's Performance and Impact.	<ul style="list-style-type: none"> Produce Annual Report & Accounts 2017-18 including 'Impact Table'. Quarterly Reports to our Sponsor Department. Internal reporting PMEF; Board Meeting; 1-1s; Senior Management Team Meeting; Staff Meeting. Communications Monitoring. Periodic reports / updates to stakeholders. 	<ul style="list-style-type: none"> Plan for production of Annual Report & Annual Accounts and these laid with NI Assembly and disseminated to stakeholders. Quarterly ALB Corporate Performance Reports submitted to Sponsor Dept. Quarterly & End of Year PMEF completed for Board / SMT mtgs; Departmental Work Plans; 1:1s; Annual Appraisals. Communications & Media monitoring. Feedback to Stakeholders at meetings / Advisory Forum; Children' Champions'; Events; Seminars etc.
6.4	Develop Annual Business Plan 2019 -'20: Year 3 Corporate Plan 2017-'20.	<ul style="list-style-type: none"> Develop our 2019-'20 Business Plan - Year 3 Corporate Plan. 	<ul style="list-style-type: none"> Develop Schedule for draft. Business plan informed by Corporate Plan Objectives, Staff and NYP. Realistic budget developed for delivery on business plan targets. Draft finalised and submitted by deadline to sponsor department.
6.5	Progress Organisational Accreditation.	<ul style="list-style-type: none"> Progress Recommendations as per Investors In People organisational accreditation project. 	<ul style="list-style-type: none"> Accreditation work 'next steps' progressed.

Key Outcome: 6 NICCY has used its resources effectively and efficiently in achieving its mission to safeguard and promote the rights of Children and Young People.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> Culture work to be progressed. Continue to deliver outworking of recommendations from Participation Support Questionnaire through Participation PoW Team. 	<ul style="list-style-type: none"> Plan in place focusing on agreed NICCY values and adhered to by all. Participative practice, as appropriate, across relevant areas with children and young people as per Action Plan and reporting on same.
6.6	Review NICCY's Corporate Social Responsibility Activities.	<ul style="list-style-type: none"> Review shared services in places and identify opportunities for further savings if possible. Identify further opportunities for environmentally friendly activities. Review opportunities for savings ensuring 'value for (public) money' / sharing of expertise. 	<ul style="list-style-type: none"> Shared Services maximised within in accordance with business needs. Equality House Premises Committee / HR Committee Mtgs minutes & action points as appropriate. Internal savings opportunities further explored including partnership working.

*** 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 is kept under review as necessary.