



Business Plan 2017-18

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 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:

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 **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 2017-'18

This Business Plan links directly to the Corporate Plan 2017-'20 and is Year 1 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 the 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 Plans

This Business Plan is supported by more detailed departmental plans.

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/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 relevant articles of 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 to 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 / 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 2017-'18: 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"> Develop process and template for a periodic 'Statement on Children's Rights in NI' publication; Produce SoCRNI Issue Key Advice to Govt and relevant stakeholders; Annual CRts Celebration Event; Meetings on key CRts iss's BINOCC Engagement; ENOC Engagement; Engagement with HRts Bodies; Input / submissions to UN Bodies inc' rep'g cycles; Communications and Publications on above. 	<ul style="list-style-type: none"> Process plan and template drafted for publication of SoCRNI; Collation of input for SoCRNI; Published Statement on Children's Rights in Q4. Publish and disseminate advice; Celebration of International Children's Day event; Meetings held with relevant Stakeholders; BINOCC Mtgs / Actions / Positions taken forward; ENOC Annual Conference / Presentations / Calls to Govt taken forward; CRts issues highlighted / progressed; UNCRC Concluding Observations promoted; UNCRPD Advice disseminated; Communications and Publications' outputs.

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
1.2	Advise on finalisation and implementation of the Children and Young People's Strategy	<ul style="list-style-type: none"> Scrutiny and advice provision to duty bearers as required. 	<ul style="list-style-type: none"> NICCY monitors implementation, producing and disseminating authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders
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 development of mechanisms for delivery of CSCA. 	<ul style="list-style-type: none"> NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders. State of Children's Rights Report will reference CSCA.
1.4	Advise on likely impact of 'Brexit' on the rights of Children and Young People.	<ul style="list-style-type: none"> Review information and advise relevant authorities accordingly 	<ul style="list-style-type: none"> NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders.
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 provide advice to relevant authorities. Provide advice on Adoption and Children (NI) Bill 	<ul style="list-style-type: none"> NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders. Authoritative and robust advice provided on appropriate child rights protections in Adopt' and Ch's legislation.

NICCY BUSINESS PLAN 2017-18: 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	We will lead a public engagement programme to raise awareness of the extent and impact of child poverty	<ul style="list-style-type: none"> Analysis of 'Public Awareness of and Attitudes to Poverty' survey completed and used to inform NICCY's communications on this. Work with partners e.g. CPA and NYP subgroup to develop and implement a public engagement plan using the findings of the 'Public Awareness of Poverty' survey. 	<ul style="list-style-type: none"> Analysis paper of responses completed. Public engagement plan developed and successfully implemented.
2.1.2	Develop advice for government on legislation and policy relevant to child poverty.	<ul style="list-style-type: none"> Provide advice / recommendations / calls to government in relation to tackling child poverty. 	<ul style="list-style-type: none"> NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders.

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	Carry out a rights-based review of children and young people's experiences of accessing care and treatment for their mental health.	<ul style="list-style-type: none"> Gather the views of children and young people and their parents / guardians on their experiences of accessing child and adolescent mental health services. Gather professionals' views on children and young people's access to child and adolescent mental health services. Gather information on spending on CAMHS services Undertake secondary analysis of questions from YPBAS survey of young people to explore their mental well-being and accessing support. 	<ul style="list-style-type: none"> Meetings held with NYP Advisory group and professional advisory group. Communications plan developed to support Review Work. Records of meetings held / data collected with children and young people and parents/guardians. Emerging findings presented internally. Data collection with professionals completed. Data collection with Trusts re' spending on CAMHS completed. Secondary analysis undertaken and briefing produced for inclusion in final report

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
2.2.2	Provide advice to government on legislation, policy and practice relevant to Child and Adolescent Mental Health & Wellbeing	<ul style="list-style-type: none"> Provide advice on key issues identified through NICCY work, including the wider Mental Capacity framework. 	<ul style="list-style-type: none"> NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders.

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"> Engage with NYP Advisory Group and with Professional Advisory Group and Regular internal meetings of Educational Inequalities PoW Group. 'The Big Conversation', work with children and young people and other stakeholders on priority education issues,. Monitor and engage with relevant educational duty bearers. Provide children's rights compliant advice to Government and stakeholders as required on key education issues. 	<ul style="list-style-type: none"> Meetings held with NYP Advisory Group; with Professional Advisory Group; and Regular internal meetings of Educational Inequalities PoW Group. Develop and implement engagement/comm's plan. Key issues and actions are identified and agreed Regular meetings with EA, ETI, Department of Education officials, Education Minister, Special Adviser for Education and other relevant education stakeholders Children's rights advice given to Government and other stakeholders as required on key education issues

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 	<ul style="list-style-type: none"> • Advice issued and disseminated. • Key stakeholders' engagement sessions on an ongoing basis on SEND and inclusion.
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"> • Draft, design and publish a report taking account of the findings of the survey on the costs of education • Provide advice to Government and stakeholders as required on the costs of education, the findings of the survey and report. 	<ul style="list-style-type: none"> • Report drafted, designed, published and disseminated. • Advice provided to Government and stakeholders as required on the costs of education, the findings of the survey and NICCY's Calls / Recommendations from the report.
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"> • Provide children's rights compliant advice to Government and stakeholders as required on child wellbeing in education. 	<ul style="list-style-type: none"> • Advice provided to Government and stakeholders as required on children's wellbeing in education and anxiety levels in school from NICCY's work on this and survey findings.

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"> Provide advice to, and engage with, relevant stakeholders including CVS and VSS, on the impact of the legacy. 	<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. Develop communications plan in conjunction with CVS as appropriate.

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	Discrimination due to Age - Work towards the protection of children of all ages from discrimination on grounds of their age in accessing goods, facilities and services	<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"> Advice provided to Government Engagement with ECNI and other stakeholders regarding the outcome of NICCY's Age GFS complaint. Regular and ongoing engagement with key stakeholders on Age GFS legislation and equal protection for all age groups from discrimination
2.5.2	Equal Protection from assault - Work towards increasing support to securing equal protection from assault in the home for children and young people.	<ul style="list-style-type: none"> Develop and implement an engagement strategy with key stakeholders including NYP Advisory Group, NGO group, statutory sector, officials and elected representatives. 	<ul style="list-style-type: none"> Engagement with all relevant stakeholders Advice / NICCY Calls provided to Government.

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) - Monitor the implementation of recommendations from the Independent Inquiry into CSE in NI.	<ul style="list-style-type: none"> Review of Government implementation plan activities. 	<ul style="list-style-type: none"> Review of Government Third Round of Progress Reports undertaken when these are published. Engagement and dissemination process on Review findings with relevant Statutory Sector Agencies and Government.
2.6.2	Separated Children Subject to Immigration Control – Hold Government to account on meeting legal obligations to Separated Children.	<ul style="list-style-type: none"> Monitor and review government action to establish and develop independent Guardian services. 	<ul style="list-style-type: none"> Monitor government action; produce and disseminate advice as deemed appropriate.
2.6.3	On Safeguarding overall - Provide advice on safeguarding matters as determined by the Commissioner	<ul style="list-style-type: none"> Advice provided as required. 	<ul style="list-style-type: none"> NICCY produces and disseminates 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:</p> <ul style="list-style-type: none"> the implementation of the outstanding Youth Justice Review Recommendations; the DOJ 'Children in the Justice System: Scoping Study'; Relevant concluding observations and recommendations from the UN Committee on the Rights of the Child; 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. 	<ul style="list-style-type: none"> Produce, submit and disseminate to relevant stakeholders Advice papers on: <ul style="list-style-type: none"> YJR; Scoping Study; Concluding Observations; and the application of the 'Best Interests' principle Host and attend meetings and events with relevant stakeholders to monitor, advise and challenge as appropriate

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"> Assessment of all complaints re' breaches of children and young people's rights to ascertain best use of Commissioner's powers; Identify appropriate cases for investigation and instigate process. 	<ul style="list-style-type: none"> All complaints assessed at case review meetings and allocated appropriately in line with legislation; Investigation process file opened and records kept as necessary; Investigation completed with determination made; Outcome Report produced with recommendations; Comm's plan developed to promote key messages.
3.2	Assist children and young people with complaints	<ul style="list-style-type: none"> Complaints which are not to proceed as investigations will proceed as casework or be signposted to appropriate agencies. 	<ul style="list-style-type: none"> Casework records on system; 90% successful resolution of cases; Quarterly Trend Report produced to measure trends and identify issues for SMT and forward work planning.
3.3	Bring, Intervene in or assist with legal proceedings	<ul style="list-style-type: none"> Proceedings issued when appropriate in line with our legislation Legal funding applications considered by LFC in line with legislative parameters. 	<ul style="list-style-type: none"> Records of assistance provided in respect of each case / proceedings. Legal Funding Committee meetings' determinations on applications for legal funding assistance 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	Legal Advice Provision	<ul style="list-style-type: none"> Legal advice or representation provided as appropriate to casework clients Legal advice provided to Commissioner, SMT and Colleagues with regard to ongoing work of the organisation on request. Legal opinions sought when specialised knowledge in a particular area outside of internal resource is necessary 	<ul style="list-style-type: none"> Legal advice provided as soon as reasonably practicable and kept on casework file. Advice papers and notes produced 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"> Deliver accessible programmes to raise awareness of the UNCRC, C&YP's Rights and NICCY's work to key stakeholders. Implement robust evaluation for all programmes and produce summary evaluation report Develop engagement programme establishing regular communication between C&YP and NICCY 	<ul style="list-style-type: none"> Workshops delivered to key stakeholders: <ul style="list-style-type: none"> C&YP; Parents/Carers; Professionals working with, or whose work has an impact on, Children and Young People. All programmes' evaluations and summary report. Engagement with CYP programme agreed NICCY engages with children and young people with a range of experiences including: <ul style="list-style-type: none"> in secure settings; from the BME community; those with SEN; and those who identify as LGBTQI

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 Communications Strategy and input to Action Plans on NICCY's priorities. • Proactive and reactive work on media engagement. • Monitor media engagement i.e. print, broadcast and online. • Monitor political developments of relevance to NICCY. • Produce NICCY publications and promotional materials. • Maintain and develop NICCY website. • Undertake online and social media activity to promote NICCY's work. 	<ul style="list-style-type: none"> • Production of Communications Strategy and Comm's input on priorities and relevant business areas. • NICCY engages effectively with all media. • Recording and reporting on engagement with print, broadcast and online media quarterly and collate data for Staff and input to annual media and online trend analysis report (x ref 6.3) • Dissemination of NI Assembly business / answers internally to staff and via NICCY website and online communications channels. • Publications produced and disseminated across relevant stakeholder groups. • Update corporate website on ongoing basis and ensuring site meets business needs. • Updates on NICCY's Facebook, Twitter and Instagram sites.

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
4.3	Advise that the UNCRC becomes a mandatory part of the curriculum in schools.	<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"> • NICCY produces and disseminates authoritative and accessible advice at appropriate stages to relevant authorities and other stakeholders.
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"> • Develop communications plan to promote NICCY's legal service • Conduct a high level Continuing Prof' Dev' event • Conduct 3 legal education Seminars 	<ul style="list-style-type: none"> • Communications plan developed and implemented • Increased level of complaints to the NICCY office • CPD event held with Legal Practitioners & Paper disseminated; • 3 Legal Seminars held with appropriate stakeholders / practitioners, including information sessions with other statutory bodies and NGOs

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.	<p>Input by NYP as necessary iro Business Plan 2016-'17, particularly in regard to key areas:</p> <ul style="list-style-type: none"> • Educational Inequalities • Mental Health; • Poverty; • Equal Protection; • Legacy of the conflict; • General Measures of Implementation including C&YP's Strategy. 	<ul style="list-style-type: none"> • Input and views provided by NYP on these identified issues to inform our work; • Quarterly meetings held with full Youth Panel / views recorded and disseminated as appropriate; • NYP Subgroups set up as appropriate;
5.2	Promote best practice by Government in the Participation of Children and Young People (C&YP)	<ul style="list-style-type: none"> • Produce NICCY Guidance on best practice in Participation; • Advise and support Departments, ALBs and Councils on best practice in engaging with C&YP in the decision making process 	<ul style="list-style-type: none"> • Guidance document produced and disseminated • Communications input in support of above. • Records of proactive and reactive advice to Statutory Agencies as required; • Support for the participation of C&YP in decision making processes at the highest level of government

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"> Follow up work from cross sectoral statutory roundtable and engage with key stakeholders PPSI programme reviewed and 'way forward' paper produced Engage with key Participation Practitioners. 	<ul style="list-style-type: none"> Establish working group to pilot a project to develop a community model of engagement with C&YP at a council level. Project plan developed and implemented. Paper forwarded to SMT with recommendations Hold two Participation Forum meetings to promote best practice and share experience.
5.3	Promote effective Pupil Participation mechanisms in Schools	<ul style="list-style-type: none"> Follow-up with DE re' reviewing the impact of 'Pupil Participation' report. 	<ul style="list-style-type: none"> Engagement with DE to promote Pupil Participation mechanisms within the school community

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 2017-'18	<ul style="list-style-type: none"> Utilise organisational resources – financial, human and physical – to best effect including collaborative working with relevant partners and children and young people / NYP. Engagement with NI Govt Depts, Permanent Secretaries, CYPUP, Children's Champions, NAF, Participation Forum, etc. 	<ul style="list-style-type: none"> Development of Departmental and Staff Work Plans incorporating Programmes of Work and Core Business; Periodic reporting on achievement of set targets; Accurate allocation and monitoring of organisational budget and expenditure within permitted variance. Stakeholder Engagement Strategy in place; Partnership and/or collaborative working with external Organisations / Agencies. Participative practice, as appropriate, across relevant areas with children and young people as per Action Plan and reporting on same.
6.2	Ensure efficient systems of Corporate Governance and Performance Management.	<ul style="list-style-type: none"> Review of the Office (NICCY) – response to DfC Review of ALBs by DfC – response to DfC Review of Legislation progressed. 	<ul style="list-style-type: none"> Report received; response produced and relevant actions implemented. Report received; response produced and relevant actions implemented. On receipt from sponsor dept – progress as appropriate.

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"> Adherence to new MSFM and appropriate governance reporting and accountability mechanisms. Adhere to systems of internal controls and financial management in line with MPMNI. Effective risk management. Internal and External Audits and relevant action. Prompt implementation or updating of relevant policies, procedures, guidance and practice as directed and necessary. Effective Performance Management. 	<ul style="list-style-type: none"> Monitoring and internal / external reporting including DfC Accountability, Board, SMT & Staff Meetings' Minutes & Papers. Submission of Governance Checklist and Assurance Statements to Sponsor Department DfC. Audit & Risk Assurance (ARAC) meetings, processes & reporting. 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. 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 –including 'Impact Table'. Quarterly Reports to our Sponsor Dept, Internal reporting. Communications Monitoring. Periodic reports / updates to stakeholders. 	<ul style="list-style-type: none"> Schedule Plan for Production of Annual Report and Annual Accounts and laying before NI Assembly; dissemination to stakeholders. Quarterly ALB Corporate Performance Reports submitted to Sponsor Dept. Quarterly and End of Year PMEF completed for Board / SMT mtgs; Departmental Work Plans; 1:1s; Annual Appraisals. Communications & Media monitoring (x ref 4.2) Feedback to Stakeholders at meetings / Advisory Forum; Children' Champions'; Events; Seminars.
6.4	Develop Annual Business Plan 2018 -'19: Year 2 Corporate Plan 2017–'20	<ul style="list-style-type: none"> Develop our 2018-'19 Business Plan - Year 2 Corporate Plan 	<ul style="list-style-type: none"> Develop Schedule for draft. Staff input to development of work / outputs / outcomes. 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"> Identify potential accreditation opportunities for the organisation e.g. liP, EFQM, Charter Mark etc; Review Restructure Implementation. 	<ul style="list-style-type: none"> Accreditation opportunities to be explored and identified. Culture change work to be progressed; [Behaviours and Values]. Review carried out and paper produced with relevant actions taken.

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
6.6	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 listed and reviewed. Equality House Premises Committee / HR Committee Meetings minutes and action points of relevance. Internal savings opportunities 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 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.