



# Business Plan 2016-17

## 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 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:**

**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 2016-'17

This Business Plan links directly to the Corporate Plan 2014-'17 and is Year 3 (final year) 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 2.

NICCY will ensure reference to the changing political / public sector developments, a new Programme for Government 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.

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.

## 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 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 explore ways of improving our own practice to reflect such 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 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 are facing significant budget reductions going forward. These cuts have meant / will require 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&R – Policy & Research; C&P – Communications & Participation; SMT [Senior Management Team] comprises Chief Executive and Heads of Departments.

## NICCY BUSINESS PLAN 2016-17: 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	Outcomes (Year 3 CP)
1.1	<p><b>General Measures of Implementation priority work</b></p> <p>UN Compliant processes used to implement and embed children's rights across government.</p>	<p>NICCY provides advice and holds government to account in the development of, and delivery on, its new Children and Young People's Strategy - in compliance with UNCRC General Measures of Implementation (GC No. 5) 'National Action Plan for Children'.</p> <p>Develop General Measures Priority Action Plan (see 1.1.1 to 1.1.5 below), with advice from:</p> <ul style="list-style-type: none"> <li>• Internal working group[PoW]</li> <li>• CRIG (external working group)</li> <li>• Young people's group</li> </ul>	<p>Advice provided to CYPUP in OFMDFM/DE on Children's Strategy emphasises the importance of including an outcome relating to the General Measures.</p> <p>General Measures Priority Action plan 2016-17 is delivered.</p> <p>Advisory meetings held with:</p> <ul style="list-style-type: none"> <li>• CRIG – 4 times per year</li> <li>• Young people's group – 6 times a year</li> </ul>	<p>Government focuses on outcomes for Children and Young People across all relevant areas.</p> <p>Key Officials in government have a better understanding of how to promote children's rights through their work.</p>
1.1.1	<p><b>Supporting Child Rights Compliant Policy Making</b></p>	<p>Guidance on developing child rights compliant policies and strategies is finalised and disseminated widely.</p>	<p>The guidance document widely disseminations.</p>	<p>Relevant Government Officials are using NICCY's guidance in developing strategies or policies affecting children.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Outcomes (Year 3 CP)
	Government Officials are better equipped to adopt a 'Child Rights' approach to policy making.	<p>Support implementation of guidance including in pilot areas</p> <p>Advising on the development and implementation of the Children's Strategy, and its incorporation into the Programme for Government.</p>	<p>Guidance used in the development of policies or strategies and feedback is obtained.</p> <p>Quality advice is provided proactively at key stages in the development of the strategy, including at Project Board Meetings, Departmental Monitoring Meetings and in written form.</p>	The Children's Strategy is published and is child's rights compliant.
1.1.2	<p><b>Joined Up Planning and Delivery for Children &amp; Young People</b></p> <p>Government departments and agencies develop more effective collaborative working practices in delivery.</p>	Advice issued on the implementation of the Children Services Co-operation Act (2015) (CSCA) – informed by findings of NICCY's 'Joined-up Working' report - integrated with advice on the development and delivery of the new Children and Young People's Strategy.	<p>Report is widely disseminated</p> <p>NICCY advises on implementation of the Act as part of its advice in relation to development and delivery of the Children's Strategy.</p>	Effective implementation of CSCA as assessed by NICCY
1.1.3	<p><b>Public Spending on Children &amp; Young People.</b></p> <p>Transparency of budgets as they relate to expenditure on children.</p>	<ul style="list-style-type: none"> <li>Dissemination of the "fund mapping report.</li> <li>Convening the 'Children's Budgeting Working Group'.</li> <li>Develop and implement an action plan to implement</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders receive report.</li> <li>4 meetings of the CBWG.</li> <li>Work plan produced.</li> <li>First actions completed.</li> </ul>	Transparency in Children's Budgeting to promote greater effectiveness and efficiency in achieving outcomes.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Outcomes (Year 3 CP)
	Understanding on effectiveness of budgetary decision.	<p>recommendations of report workplan.</p> <ul style="list-style-type: none"> <li>Advising on the CSR and subsequent 2017-21 budget.</li> </ul>	<ul style="list-style-type: none"> <li>Advice on CSR and 2017-21 budget completed.</li> </ul>	
1.1.4	<p><b>Participation of Children and Young People in decision making.</b></p> <p>Best practice by Government in the Participation of Children and Young People (C&amp;YP).</p>	<p>Provide advice and support to Depts, ALBs and Councils guided by recommendations from NICCY's 'Walking or Talking Participation' Report:</p> <ul style="list-style-type: none"> <li>Facilitate a stakeholder meeting cross sectoral working group to encourage the participation of C&amp;YP</li> </ul> <p>Engagement with new councils to:</p> <ul style="list-style-type: none"> <li>Dain endorsement of Participation Statement of Intent (PPSI)</li> <li>Develop support and capacity building programme with new councils on engagement of C&amp;YP using pilot project with Derry City and Strabane District Council</li> </ul> <p>Engage with DfC officials to encourage establishment of</p>	<ul style="list-style-type: none"> <li>Support a cross sectoral working group to develop an action plan to encourage the participation of children and young people across their areas of work</li> <li>A further two councils sign up to PPSI</li> <li>Use pilot project to develop a model and support its roll out across other Councils</li> <li>Review DfC's Community Planning audit of all 11 new</li> </ul>	<p>Children and young people engage with and when appropriate, influence statutory policies and other decision making.</p> <p>There is a greater understanding within Government Departments and ALBs of the benefits of children's &amp; young people's participation.</p> <p>Councils include engagement with C&amp;YP as part of their Community Plan</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Outcomes (Year 3 CP)
		<p>mechanisms to monitor involvement of children and young people in community planning processes</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&amp;YP.</p>	<p>councils in relation to participation with children and young people</p> <ul style="list-style-type: none"> <li>• Hold two Participation Forum meetings to share experience and best practice.</li> </ul>	<p>Improved strategic participation practices with C&amp;YP across sectors</p> <p>Statutory and Voluntary Sectors exchange information and good practice.</p>
1.1.5	<p><b>UK Children's Commissioners' joint shadow report on UK compliance with the UNCRC.</b></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. [Ref HLCO 8]</p>	<p>Submit information to the UN Committee on the Rights of the Child in response to its 'List of Issues' and scrutiny of UK government report on UNCRC</p> <p>Communicating Concluding Observations to duty bearers.</p> <p>Engage with children and young people in producing a C&amp;YP version of Concluding Observations.</p>	<p>Authoritative information is provided that informs the Committee of the particular circumstances of children in Northern Ireland.</p> <p>Communication plan re' work with Duty Bearers on communicating COs implemented.</p> <p>Communication plan re' work with C&amp;YP on communicating Cos implemented.</p>	<p>Concluding Observations reflect the lives and experiences of children in NI and are influenced by NICCY and the UK Commissioners overall.</p> <p>Implementation of COs reflected in Children and Young People's strategy.</p> <p>Duty bearers and children and young people are aware of concluding observations.</p>

## NICCY BUSINESS PLAN 2016-17: 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 3)
2.1	<b>Casework Service</b>  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.	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	Potential breaches of children's and young people's rights are identified and resolution sought / achieved.  Trends/Gaps identified and addressed/inform future focus of work.
2.2.1	<b>Legal Proceedings</b>  Instigation of proceedings, protecting the Rights and Best Interests of Children and Young People / Ongoing identification of relevant legal cases for appropriate intervention/support.	Proceedings issued according to strategic aims of Commissioner  Legal representation provided; Interventions completed Amicus Curiae role performed.	All cases identified, assessed and appropriate action taken, within departmental policies and legislative remit.  Legal advice provided to challenge breaches of children and young people's rights via legal processes.	Children and Young people have appropriate and high quality legal recourse and representation  Follow up work undertaken to ensure any findings in respect of relevant authorities are complied with.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
2.2.2	<p><b>Legal Advice Provision</b></p> <p>Greater protection for Children's and Young People's Rights.</p>	<p>Legal advice or representation provided as appropriate to casework clients.</p> <p>Legal advice/support provided to colleagues with regard to ongoing 'in-year' work.</p>	<p>Legal advice support given as soon as reasonably practicable after receipt of request.</p>	<p>Clients advised appropriately.</p>
2.2.2a	<p>Civil and Family Justice Review reflects compliance with C&amp;YP's Rights and Best Interests.</p>	<p>Views of C&amp;YP gathered</p> <p>CFJR meetings with Lord Justice Gillen attended</p> <ul style="list-style-type: none"> <li>Report produced with recommendations to civil &amp; family justice review</li> </ul>	<ul style="list-style-type: none"> <li>C&amp;YP focus group established;</li> <li>C&amp;YP Input to Review;</li> <li>Commissioners views considered when review is being carried out.</li> </ul>	<p>The review of civil family justice take into account the rights and views of children and young people.</p>
2.2.3	<p><b>SEN Tribunals [SENDIST]</b></p> <p>Children's and Young People's Rights and Best Interests are well served in such processes and their 'voice' is heard.</p>	<p>Provide representation at SEN Tribunals in line with appropriate use of NICCY's powers.</p>	<p>Representation provided by Legal and Investigations Staff;</p> <p>Outcomes recorded via usual departmental processes and reported on via Legal Ezine and website.</p>	<p>NICCY advice to government / stakeholders is robust.</p> <p>Children and 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 3)
2.3	<p><b>Investigations</b></p> <p>Conduct Investigations into alleged breaches of the rights of children and young people when criteria met.</p>	<p>Investigation completed with determination made as to whether a breach did occur.</p>	<p>Investigation carried out. Investigation report produced with recommendations.</p>	<p>Outcomes improved for children and young people in respect of service provision.</p>
2.4	<p><b>Legal Funding</b></p> <p>Children and Young People's access to justice assured.</p>	<p>Legal funding awarded to applicants who meet NICCY's Legal Funding Criteria.</p>	<p>All applications considered in line with Legal Funding Policy and Process.</p>	<p>Children enabled to have access to justice.</p>

## NICCY BUSINESS PLAN 2016-17: 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 3)
3.1	<p><b>Awareness Raising on UNCRC, C&amp;YP's Rights and the Work of NICCY</b></p> <p>Enhanced awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role.</p>	<p>Deliver accessible programmes to raise awareness of the UNCRC, C&amp;YP's Rights and NICCY's work to:</p> <ul style="list-style-type: none"> <li>• C&amp;YP;</li> <li>• Parents/Carers;</li> <li>• Professionals working with, or whose work has an impact on, C&amp;YP;</li> <li>• Implement robust evaluation for all programmes and produce summary evaluation report;</li> <li>• Develop engagement programme establishing regular communication channels between C&amp;YP and NICCY.</li> </ul>	<ul style="list-style-type: none"> <li>• 30 workshops in total delivered</li> <li>• All programmes highly evaluated</li> <li>• Children and young people's views sought and recorded.</li> </ul>	<p>Key stakeholders have an increased awareness of UNCRC, C&amp;YP's Rights and the Work of NICCY.</p> <p>C&amp;YP have their voice heard on issues that affect them.</p> <p>Increased awareness of children's rights.</p>
3.2	<p><b>Online &amp; Social Media Communications Channels</b></p> <p>Enhance awareness of children's rights and NICCY's work through on-line communications channels.</p>	<p>Maintain and develop current levels of online and social media activity, and use online channels to publicise and promote all relevant NICCY work, publications and events:</p>		<p>Increased awareness of NICCY's work and children's rights</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
		<ul style="list-style-type: none"> <li>• Web site – maintain &amp; develop content and monitor online traffic to the NICCY website</li> <li>• Provide regular updates on NICCY’s work across all communications platforms</li> <li>• Produce regular content for and monitor activity on Twitter and Facebook</li> </ul>	<ul style="list-style-type: none"> <li>• NICCY website is updated to reflect the NICCY’s work and traffic monitored</li> <li>• NICCY Twitter and Facebook sites reflects Commissioner’s work.</li> <li>• Increase in traffic and activity recorded.</li> </ul>	
3.3	<p><b>Communications</b> Raise awareness and profile of NICCY’s work with the media and monitor relevant developments.</p>	<p>Develop Communications Strategy and Action Plans to support the NICCY’s priorities and work.</p> <p>Ongoing engagement with local print and broadcast media.</p> <p>Monitor relevant political developments of relevance to NICCY</p> <p>Publish in print and electronic formats key NICCY research, reports, briefings, updates, promotional materials.</p>	<ul style="list-style-type: none"> <li>• Targeted plans developed and implemented to support PoWs / Core Business/reactive work</li> <li>• Coverage evident in targeted media outlets</li> <li>• Identify relevant NI Assembly Business and Answers and publish on NICCY’s online communications channels.</li> <li>• NICCY publications produced and disseminated across relevant stakeholder groups</li> </ul>	increased awareness of NICCY’s work

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
		Record and analyse activity using analytic tools.	<ul style="list-style-type: none"> <li>• Collate data for annual media and online trend analysis report, NICCY brand recognition increased among stakeholders</li> <li>• NICCY's work is informed through analyses</li> </ul>	
3.4	<p><b>Legal Education and Continuing Professional Development (CPD) Events</b></p> <p>Increase awareness and application of Children's and Young People's Rights and Best Interests.</p>	<p>Host annual CPD event for legal stakeholders</p> <p>Host legal education workshops</p> <p>Publish and disseminate legal e-zine.</p>	<p>At least one CPD event held.</p> <p>At least 2 legal education workshops held during business year.</p> <p>1 legal ezine published during business year</p>	<p>Legal professionals advised on recent law and jurisprudence.</p> <p>Parents and professionals advised of rights for children in relation to specific areas and legal processes.</p> <p>Legal Practitioners advised of recent legal work by NICCY and other relevant legal matters.</p>

## NICCY BUSINESS PLAN 2016-17: 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 3)
4.1	<p><b>Education inequalities</b></p> <p>Education: 'The Case for Change' to achieve an Education System 'fit for purpose' in today's world.</p>	<p>Establish work plan with key components.</p> <p>Establishing working groups (internal and external).</p> <p>Publish paper on evidence from YLTS and KLTS data on Article 29.</p> <p>Work with children and young people to develop a vision for the Northern Ireland education system, taking into account NICCY's evidence on:</p> <ul style="list-style-type: none"> <li>• quality of the educational experience;</li> <li>• attainment;</li> <li>• achievement; and</li> <li>• gaps.</li> </ul> <p>Monitor and engage with relevant educational stakeholders.</p>	<p>Work plan signed off and 2016-17 actions completed. YVM/OVM feedback evident in Action Plan</p> <p>Working groups established and regular meetings held.</p> <p>Paper published</p> <p>'The case for change' is clearly articulated and NICCY has worked with (500) children across Northern Ireland to develop a vision for the education system in Northern Ireland.</p> <p>Regular meetings with Minister for Education, ETI, EA and relevant education stakeholders.</p>	<p>Community-wide dialogue and discussion about education system and outcomes in Northern Ireland.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
4.2	<p><b>SEN and Inclusion</b></p> <p>Ensure optimum provision for all Children and Young People within the forthcoming SEND Legislation, Regulations and Code of Practice.</p>	<p>Detailed commentary on SEND Regulations and Code of Practice issued. Provision of advice to DE, EA and Assembly as appropriate.</p> <p>Ongoing monitoring of implementation of provisions.</p> <p>Ongoing engagement with key stakeholders.</p>	<p>Quality, timely advice provided.</p> <p>Monitoring schedule established and implemented.</p> <p>Meetings held.</p>	<p>NICCY's advice is taken into account in finalising SEND regulations and Code of Practice.</p> <p>NICCY holds relevant education authorities to account in the provision of SEN services.</p>
4.3	<p><b>Pupil Participation in Schools</b></p> <p>Enhanced and effective Pupil participation mechanisms in Schools.</p>	<p>Following recommendations of Pupil Participation report:</p> <ul style="list-style-type: none"> <li>• Follow-up with DE re; reviewing the impact of Pupil Participation</li> <li>• Complete final stage Guidance materials and make available to stakeholders.</li> <li>• Raise awareness of children's rights via the school curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with DE re: review of Pupil Participation Circular</li> <li>• Published on NICCY's online and social media channels.</li> <li>• Engage with CCEA to get commitment on raising the profile of Children's Rights within the curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Effective participatory practice in schools.</li> <li>• Increase in C&amp;YP's participation on matters affecting them in education.</li> </ul>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
4.4	<p><b>General advice on education issues</b></p> <p>Enhanced enjoyment of Right to Education by children and young people.</p>	<p>Provide advice on key educational issues, and how to better ensure they promote children's rights and best interests.</p>	<p>Advice provided to relevant authorities and Assembly Committees on additional areas relating to children's education.</p>	<p>The decisions regarding education are rights compliant and in accordance with NICCY's advice and recommendations</p>

## NICCY BUSINESS PLAN 2016-17: Corporate Plan Objective 5

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

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
5.1	<p><b>Child Sexual Exploitation</b></p> <p>Children and young people are adequately protected from CSE.</p>	<p>Monitor progress on implementation of recommendations of relevant processes including Marshall Inquiry and SBNI thematic review:</p> <p>Advise and engagement with key stakeholders.</p>	<p>Briefings on the effective implementation of the recommendations shared with relevant authorities and published.</p> <p>Meetings and letters to hold relevant authorities accountable.</p>	<p>Implementation of recommendations in relation to CSE from the Independent Inquiry and Thematic Review by relevant authorities is more effective.</p>
5.2	<p><b>Children's &amp; Young People's Mental Health</b></p> <p>Children and young people in NI have improved emotional health and mental well-being</p>	<p>Internal and external working groups established to support work on this priority.</p> <p>Child Rights Situational Analysis completed.</p> <p>Work plan developed and 2016-17 actions completed.</p>	<p>Groups established (POW, External advisory, C&amp;YP advisory)</p> <p>Report completed.</p> <p>2016-17 work plan actions completed. YVM/OVM feedback evident in Action Plan.</p>	<p>NICCY's advice is influencing government action in relation to C&amp;YP's emotional health and wellbeing.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
5.3	<p><b>Equal Protection</b> Children and young people are protected from physical assault or punishment, within the family, in the same way as adult</p>	<p>Adults surveyed to determine attitudes to physical punishment and change legislation to provide equal protection for children against assault. (as part of the wider attitudinal survey).</p> <p>Expert paper commissioned on the equivalence principle in Northern Ireland Act 1998 in relation to the change in legislation in the ROI.</p> <p>Seminar held to explore possibilities for legislative change in Northern Ireland.</p> <p>Key stakeholders, including NGOs and relevant authorities engaged with the aim of promoting a change in the NI legislation.</p>	<p>Survey responses analysed and used to inform messaging re making the case for a change in NI legislation</p> <p>Paper informs NICCY's advice to government on equal protection for children.</p> <p>Seminar held and willingness to advocate for a change in legislation is assessed.</p> <p>Meetings held, evidence given and letters sent to communicate need for a change in legislation to provide for equal protection for children against assault.</p>	<p>NICCY presents robust case for change in the legislation.</p> <p>Broad range of support for change.</p>
5.4	<p><b>Strengthening Health and Social Care</b></p> <p>Systems will be strengthened to ensure children enjoy the best possible health and well-being outcomes.</p>	<p>Advise on key developments in relation to Health and Social Care, as they affect children and young people. This will include:</p> <ul style="list-style-type: none"> <li>• Changes in H&amp;SC structures</li> <li>• Advising on Children's Bill</li> </ul>	<p>Quality, timely advice in children's rights and best interests provided in relation to key issues.</p>	<p>Key changes in Health and Social Care are compliant with children's rights guidance and principles.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
5.5	<p><b>Legacy of the conflict</b></p> <p>Children effectively protected from trauma, violence, or mistreatment due to the continuing legacy of the conflict.</p>	<p>Engage with the CVS on conflict legacy issues for children and carry out joint work.</p> <p>Provide advice to the NI Paramilitary Assessment Panel, Government and other relevant stakeholders on conflict legacy issues and the impact on children and young people.</p>	<p>Engage with C&amp;YP in progressing work with CVS</p> <p>Advice provided to the PAP; Advice to Government; Advice to Stakeholders.</p>	<p>Increased awareness of impact of the legacy of the conflict on the lives of children and young people</p> <p>Measures are introduced to ensure that children and young people are protected from violence and activities of paramilitary style groups..</p>

## NICCY BUSINESS PLAN 2016-17: 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 3)
6.1	<p><b>Youth Justice System</b></p> <p>Children &amp; Young People going through the youth justice system have their Rights including their best interests protected.</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 &amp; 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>Advice paper/s produced and submitted to Dept / relevant agency;</p> <p>Meetings held / attended; Participation in relevant Fora.</p>	<p>Progress towards a child rights compliant youth justice system.</p>
6.2	<p><b>Policing</b></p> <p>The Rights and Best Interests of Children and Young People in policing are addressed.</p>	<p>Advice provided in relation to policing matters which involve / concern children and young people.</p> <p>Build on those effective working relationships with relevant policing bodies which were developed in the last business year.</p>	<p>Advice provided in a timely fashion;</p> <p>Participation in Meetings.</p> <p>Issues affecting children and young people raised in an appropriate forum.</p>	<p>Policing bodies take effective measures to improve confidence of young people in all policing processes.</p> <p>PSNI protects the rights of children it engages with in accordance with NICCY advice.</p>

## NICCY BUSINESS PLAN 2016-17: 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	<p><b>Children detained and accommodated by the state</b></p> <p>Robust policies and procedures are in place to adequately protect the rights of children or young people who are detained or accommodated by the state.</p>	<p>Continue to monitor provision for children and young people detained or accommodated in facilities such as Beechcroft, Lakewood and Iveagh.</p> <p>Advise on the Adoption legislation and fostering regulations.</p>	<p>Ongoing monitoring and advice given at appropriate points in relation to the provision for C&amp;YP.</p> <p>Quality, timely advice is provided outlining the rights and best interests of children and young people.</p>	<p>NICCY’s advice ensures improvements in treatment of children and young people accommodated by the state</p> <p>NICCY’s advice on the Adoption legislation and Fostering regulations is taken into account and the rights and best interests of children and young people are better protection.</p>
7.2	<p><b>Child Poverty</b></p> <p>Child Poverty in NI is significantly reduced.</p>	<p>All working groups are established as outlined in the Priority work Plan.</p> <p>Adults surveyed to determine attitudes to child poverty. (as part of the wider attitudinal survey). This is then used to inform public messaging to build support for action to tackle child poverty.</p>	<p>All working groups set up and meet as appropriate. YVM/OVM feedback evident in Action Plan.</p> <p>Survey questions commissioned, analysed and used to inform communications intended to build support for action to tackle child poverty.</p>	<p>Government has increased actions to address child poverty – these are evidence based and informed by C&amp;YP.</p> <p>NICCY is engaging positively with a wide range of stakeholders, and support is growing for action to tackle child poverty.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
		<p>Proactive advice to the NI Executive on the completion and implementation of the Northern Ireland Child Poverty Strategy.</p> <p>Work with schools and pupils to gather examples of good practice on how schools can ensure children in poverty are not disadvantaged in schools due to parental lack of resources. This will inform best practice guidance on 'Poverty free schools'.</p>	<p>Quality, timely advice provided on children's rights and best interests in relation to children in poverty.</p> <p>Best practice examples developed. Guidance document drafted.</p> <p>Work with C&amp;YP Advisory Group to advise on best practice document and ensure this responds to their needs.</p>	<p>NICCY's advice is influencing government action in relation to child poverty.</p> <p>NICCY has evidence to provide to schools across NI about how to protect children in poverty from being disadvantaged at school.</p>
7.3	<p><b>Children &amp; Young People with Disabilities</b></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 &amp; Young People with disabilities in Northern Ireland reviewed and submitted to UN Committee according to their timescales.</p>	<p>The report is supported by key NGOs and academics.</p>	<p>When reviewing the UK state party report, the UNComRPD are aware of the particular circumstances of disabled children in Northern Ireland.</p>
7.4	<p><b>Separated Children Subject to Immigration Control</b></p>	<p>Monitor and advise on implementation of relevant provisions (e.g. ILG) within the Human Trafficking and Exploitation Act 2015.</p>	<p>NICCY has provided timely, quality advice on the implementation of these provisions.</p>	<p>The Guardianship service is set up and reflects the advice provided by NICCY.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 2)
	Legislation, policies and services affecting separated children deliver effectively on their rights and best interests.	Provide advice to relevant stakeholders on general recommendations 2 to 5 from NICCY's commissioned Guardianship Research.		
7.5	<p><b>Non-discrimination due to Age</b></p> <p>Age discrimination legislation includes all ages</p>	Utilise the Commissioners powers fully to ensure that the Children and Young People are included in the forthcoming Age Discrimination legislation (Goods, Facilities and Services).	<p>NICCY has engaged effectively with the s75 Age GFS complaint through the ECNI Investigations procedure.</p> <p>Advice is provided to government and other relevant stakeholder on Age Discrimination legislation (Goods, Facilities and Services).</p>	Children and young people are equally protected from discrimination by the Age Discrimination legislation.

## NICCY BUSINESS PLAN 2016-17: 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 3)
8.1	<p><b>Organisational Transition and Change Management</b></p> <p>Effectiveness and efficiencies achieved within public sector reform programme / budget constraints.</p>	<ul style="list-style-type: none"> <li>Transition Plan/s addressing OT/CM needs and new ways of working;</li> <li>Change Management plan implementation.</li> <li>Structure revised taking into account functions, duties, priorities and budget of the Office.</li> </ul>	<ul style="list-style-type: none"> <li>Transition Plan's implemented;</li> <li>Change Management programme completion;</li> <li>Restructure plan implemented;</li> </ul>	<ul style="list-style-type: none"> <li>Effective and efficient delivery of 2016-'17 Transition Plan and NICCY Business Plan;</li> <li>Effective changes implemented;</li> <li>Structure will effectively deliver on functions, role and remit of NICCY.</li> </ul>
8.2	<p><b>Corporate Governance</b></p> <p>High standards maintained in relation to governance and accountability and decision making processes adhere to best practice.</p>	<ul style="list-style-type: none"> <li>MSFM;</li> <li>Robust Audit &amp; Risk Assurance systems;</li> <li>Corporate &amp; Dept'al Risk Registers;</li> <li>Assurance Statements;</li> <li>Governance Statement;</li> <li>External Audit Report RTTCWG;</li> <li>Internal Audit Reports as per plan / schedule;</li> </ul>	<ul style="list-style-type: none"> <li>Implementation by NICCY and sponsor dept;</li> <li>ARAC Mtgs held [4 per year]; – (see Agendas / Papers/ folder)</li> <li>Reviewed / updated as necessary in line with RMPolicy;</li> <li>Quarterly submission to sponsor dept;</li> <li>Robust systems in place;</li> <li>NIAO recommendations actioned as appropriate in timely manner;</li> </ul>	<ul style="list-style-type: none"> <li>Systems of governance and accountability are maintained at a consistently high level and are/have been reviewed as scheduled or as/when necessary.</li> </ul>

Ref No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
		<ul style="list-style-type: none"> <li>• Policies reviewed as scheduled.</li> </ul>	<ul style="list-style-type: none"> <li>• IA recommendations actioned in timely manner;</li> <li>• Policies updated.</li> </ul>	
8.3	<p><b>Corporate Plan 2017-'20.</b></p> <p>Focus on NICCY principle aim to safeguard &amp; promote the Rights and Best Interests of Children and Young People thereby improving lives / outcomes.</p>	<ul style="list-style-type: none"> <li>• CP Process Plan developed including Stakeholder engagement / input;</li> <li>• Continue the 'Our Voice matters' programme to facilitate the voice of children and young people in the development of NICCY's new Corporate Plan 2017-20;</li> <li>• NICCY commissions survey(s) of children and young people to ascertain their views on priorities for the Corporate Plan;</li> <li>• Drafts produced including indicative required budgets;</li> <li>• Drafting processes finalised;</li> <li>• Submission by required deadline;</li> <li>• Dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>• Plan developed;</li> <li>• Stakeholders engagement/input;</li> <li>• Young People's views are evidenced in relevant aspects of NICCY's work.</li> <li>• Survey commissioned, and C&amp;YP views ascertained;</li> <li>• Drafts produced as per schedule;</li> <li>• Corporate Plan 2017-'20 finalised;</li> <li>• Submission to sponsor dept by required deadline;</li> <li>• Dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate plan reflecting enhanced focus on rights and best interests of C&amp;YP utilising new approaches in meeting NICCY remit;</li> <li>• Best use of resources – Human, Financial and Physical.</li> </ul>

Ref No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
8.4	<p><b>Annual Business Plan 2017-'18.</b></p> <p>Maintained focus on Organisational function and remit as per 2017-'20 Corporate Plan.</p>	<ul style="list-style-type: none"> <li>Annual Business Plan produced for first year of Corporate Plan period i.e. 2017-'18.</li> </ul>	<ul style="list-style-type: none"> <li>Annual Business Plan 2017-18 produced and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>Business plan reflecting organisational remit and best use of resources – Human, Financial and Physical.</li> </ul>
8.5	<p><b>NICCY Youth Panel (NYP)</b></p> <p>NYP input ensures their voice is integral to the work.</p>	<p>Input by NYP as necessary iro Business Plan 2016-'17, particularly in regard to priority areas:</p> <ul style="list-style-type: none"> <li>Educational Inequalities</li> <li>Mental Health;</li> <li>Poverty;</li> <li>Legacy of the conflict;</li> <li>General Measures of Implementation including C&amp;YP's Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Induction programme delivered to new NYP members;</li> <li>Input and views provided by NYP on issues that affect C&amp;YP;</li> <li>Regular (6) meetings held;</li> <li>Subgroups set up as appropriate;</li> <li>1 Residential completed.</li> </ul>	<ul style="list-style-type: none"> <li>NICCY Youth Panel influences the work of NICCY.</li> <li>NICCY is a participative organisation</li> </ul>
8.6	<p><b>NICCY's Annual Report and Annual Accounts.</b></p> <p>Greater appreciation of the work of NICCY in fulfilling its legislative function</p>	<ul style="list-style-type: none"> <li>Process plan for production of Annual Report;</li> <li>Annual Report (on previous business plan / year); &amp;</li> </ul>	<ul style="list-style-type: none"> <li>Process plan for production of Annual Report &amp; Accounts implemented;</li> <li>Annual Report and Accounts</li> </ul>	<p>Awareness of NICCY's work over the year under report and enhanced accountability to Stakeholders.</p>

Ref No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
	and remit within effective use of financial resources.	<ul style="list-style-type: none"> <li>Accounts produced;</li> <li>Copy issued to sponsor dept;</li> <li>Laying of same before the NI Assembly;</li> <li>Dissemination.</li> </ul>	<p>produced as per schedule;</p> <ul style="list-style-type: none"> <li>Accounts drafted as per required process;</li> <li>Submission to sponsor dept;</li> <li>Laid before NI Assembly;</li> <li>Disseminated to Stakeholders.</li> </ul>	
8.7	<p><b>NICCY's Performance and Impact.</b></p> <p>Continued overall effectiveness and efficiency maintained through</p> <ul style="list-style-type: none"> <li>internal and external systems;</li> <li>reporting; and</li> <li>leadership.</li> </ul>	<p>Performance effective across NICCY:</p> <ul style="list-style-type: none"> <li>ALB Q'ly Performance Reports to sponsor dept;</li> <li>Delivery of BP objectives / targets;</li> <li>Reporting on NICCY's BP Performance [PMEF*] throughout the year;</li> <li>Final end of year PM&amp;EF;</li> <li>MIS effective utilisation;</li> <li>Staff Training;</li> <li>Internal robust legal advice provided as required on appropriate issues;</li> <li>Stakeholder Engagement;</li> <li>Representation of NICCY by Staff on range of Fora.</li> </ul> <p>[*Performance Management &amp; Evaluation Framework]</p>	<ul style="list-style-type: none"> <li>Quarterly reports submitted;</li> <li>BP objectives / targets met – SMT mtgs confirmations;</li> <li>Q'ly PMEF and Staff Performance monitoring systems;</li> <li>PMEF [4] completion;</li> <li>MIS implementation;</li> <li>Staff Training completed;</li> <li>Robust legal 'advices' provided;</li> <li>Stakeholder engagement SSE meetings held fortnightly;</li> <li>Events, Meetings, Seminars etc by relevant staff (see Table).</li> </ul>	<p>NICCY's Year 3 of Corporate Plan delivery and impact is evident.</p>

Ref No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
8.8	<p><b>NICCY's Performance in National and International arenas</b></p> <p>NICCY will engage effectively with all relevant bodies particularly:</p> <ul style="list-style-type: none"> <li>○ NI Assembly;</li> <li>○ Westminster;</li> <li>○ BINOCC;</li> <li>○ ENOC;</li> <li>○ Council of Europe; and</li> <li>○ United Nations.</li> </ul>	<ul style="list-style-type: none"> <li>● Produce, publish and disseminate reports and papers;</li> <li>● Collaborate with all relevant bodies particularly other children's commissioner and IHRIs;</li> <li>● Advice/Guidance to NI Assembly Members;</li> <li>● Input iro UK wide matters;</li> <li>● BINOCC quarterly meetings;</li> <li>● ENOC Annual Conference;</li> <li>● CoE / FRA inputs;</li> <li>● Work/Inputs to UN Treaty Monitoring Bodies esp' UN CRC.</li> </ul>	<ul style="list-style-type: none"> <li>● Papers and guidance produced as necessary</li> <li>● Engage with and collaborate as appropriate with relevant children and human rights bodies and groups ;</li> <li>● Impact / reference to NICCY's advice/guidance and role;</li> <li>● Feedback iro calls &amp; reference to NICCY &amp; UK CCs;</li> <li>● BINOCC work / input for periodic meetings / actions progressed;</li> <li>● ENOC Annual Conference / Calls to Govts progressed;</li> <li>● European issues progressed;</li> <li>● Feedback iro work/Input to Treaty Monitoring Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>● Recommendations and advice are acted on by relevant authorities.</li> <li>● Enhanced Stakeholder engagement/awareness and support for the work of NICCY in the interests of Children and Young People in relevant local, national and international arenas.</li> </ul>
8.9	<p><b>Annual Conference on C&amp;YP's Rights</b></p> <p>Enhanced profiling of NICCY's work amongst Stakeholders including C&amp;YP alongside increased engagement.</p>	<ul style="list-style-type: none"> <li>● Annual Event based on Concluding Observations of UN Committee on CRC;</li> <li>● C&amp;YP involvement;</li> <li>● Wide Stakeholder Engagement.</li> </ul> <p>(x refs HLCO 1, 3 &amp; 8)</p>	<ul style="list-style-type: none"> <li>● Programme of Work Team established;</li> <li>● PID &amp; Action Plan/s produced;</li> <li>● C&amp;YP reference group established;</li> <li>● Papers produced including Yg Person friendly version COs;</li> <li>● Event held;</li> <li>● Area/s of work progressed.</li> </ul>	<ul style="list-style-type: none"> <li>● Greater awareness of Concluding Observations following UK State Party examination;</li> <li>● Greater focus on Govt's obligations under UNCRC;</li> <li>● COs employed with duty bearers to improve outcomes for Children and Young People;</li> </ul>

Ref No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 3)
8.10	<p><b>Review of NICCY's Legislation: OFMDFM's Response to NICCY's Article 24 Report</b></p> <p>Enhanced protections for Children's and Young People's Rights and Best Interests in NI.</p>	<ul style="list-style-type: none"> <li>Formal comprehensive response received from OFMDFM;</li> <li>NICCY pursues agreed appropriate action/s in response to same.</li> </ul>	<ul style="list-style-type: none"> <li>Pursued with Ministers and Officials at relevant meetings;</li> <li>NICCY receives OFMDFM response to Article 24 Report;</li> <li>Response considered and actioned;</li> <li>Appropriate actions pursued / implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Greater effectiveness and clarity in respect of NICCY's legislative functions, duties and powers.</li> </ul>
8.11	<p><b>Corporate Social Responsibility</b>*</p> <p>Ensuring Value for Money via appropriate savings if/where possible</p>	<ul style="list-style-type: none"> <li>Review of Shared Services / SLAs;</li> <li>Partnership working / collaboration with relevant stakeholders;</li> <li>Review relevant opportunities for cost savings;</li> <li>Continue to work with in-house 'Premises' &amp; 'Green Team' promoting energy saving ideas.</li> </ul>	<ul style="list-style-type: none"> <li>Updates where necessary to NICCY's Shared Services SLAs;</li> <li>Partnership working increased;</li> <li>MoUs / Protocols in place;</li> <li>Relevant opportunities for costs savings reviewed;</li> <li>Update policy / action in response to 'Premises' &amp; 'Green Team' recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Greater efficiencies / cost savings introduced across NICCY as/where possible.</li> </ul>

\* 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.