### Priority 1: Play & Leisure

#### Action Area: Safe Places

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<th>Action</th>
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<th>Outcome</th>
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</thead>
</table>
| **1.1 Establish project** - input from teams (based on required skill set) and NICCY Youth Panel | SMT | Q1 Q2 – Q4 | • Project Team in place  
• Develop project action plan  
• Implement action plan | Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners |
| **1.2 Play Strategy**  
Produce a first stage review of existing policy and legislation on play and leisure | RPSR | Q4 | • Mapping exercise  
• Review of Play policies in district councils  
• Action plan developed for supporting a mapping exercise | Report setting out current policy and legislative situation in relation to Play and Leisure in Northern Ireland which will identify gaps and area of fieldwork/research required in year 2. |
| **1.3 Communications Activity** - Proactively seek PR opportunities on Play and Leisure including: Media, Partner events, Public Affairs, stakeholder communications and online activity | C&P/ Commissioner | ongoing | • Monitor the forward planning diary  
• Develop calendar of events/activity  
• Produce 4 media releases and briefings  
• Organise 3 key media interviews  
• Co-ordinate political contact/public affairs activity and liaison  
• Support development of 1 keynote speech  
• Develop and maintain play section of NICCY web site | Influence public perception of the importance of Play and Leisure with regard to Safe Places |
### Priority 1: Play & Leisure  
**Action Area:** Safe Places

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</table>
| **1.4 Policy work**  
Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches | RPSR | ongoing | - Produce consultation responses in line with priorities  
- Produce briefing papers  
- Inquiry Reports  
- Produce policy paper on Play  
- Draft speeches | Influence Policy and Practice relating to Play and Leisure |
| **1.5 Legal & Casework**  
Monitor casework and queries to identify strategic cases/issues for further action | L&C | | - Monthly reports reviewed by H o D  
- Review of policy and legislative developments in relation to Play | Influence policy, legislation and guidance relating to Play and Leisure |
| **1.6 UN Reporting**  
- Communicate concluding observations from UNCRC to key audiences  
- Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 31 – Child’s Right to Play | RPSR/C&P | Q3 and Q4 | - Communications plan developed  
- Key audiences informed  
- Concluding Observation discussed with relevant statutory partner  
- Action Plan agreed and implemented | Public perception on Play & Leisure influenced  
Government policy influenced  
Children’s Rights to Play progressed |
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<th>Outcome</th>
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</thead>
</table>
| **2.1 Establish project** input from teams (based on required skill set) and NICCY Youth Panel | SMT | Q1 Q2 – Q4 | • Project Team in place  
• Develop project action plan  
• Implement action plan | Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners |
| **2.2 Working with marginalised children and young people**  
- Develop Action Research Project to facilitate the voice of marginalised children and young people | C&P (support from RPSR as required) | Q2 Q2 – ongoing ongoing | • Identify partners/criteria  
• Develop Terms of Reference and Action Plan developed for Year 1  
• Engage children and young people | Begin first stage development of model of good practice with children and young people  
Establishment of relationships with marginalised children and young people |
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<tbody>
<tr>
<td>2.3 Participation of children and young people in decision making bodies</td>
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<tr>
<td>• Develop Participation Standards (with Partners such as The Big Deal, and The Participation Network)</td>
<td>C&amp;P</td>
<td>Ongoing</td>
<td>Work in partnership, in preparation for RPA, to develop standards of participation when working with children and young people</td>
<td>Government influenced to adopt participation policy and standards</td>
</tr>
<tr>
<td>• Review and further develop the Children’s Rights Impact assessment tool (CRIA)</td>
<td>RPSR</td>
<td>Q3</td>
<td>Follow-up on evaluation of Consultation report, Produce revised CRIA for use by NICCY and Statutory Authorities in developing Policy and legislation</td>
<td>Influence Government to include Children’s Rights in developing policy and legislation</td>
</tr>
<tr>
<td>• Further develop Democra School programme</td>
<td>C&amp;P/L&amp;C</td>
<td></td>
<td>Develop Standards of Good practice for Statutory Agencies/public bodies, L&amp;C advice given on legislative processes, Develop Public Affairs strategy to enable School Councils become part of School Development Plans and are inspected by ETI</td>
<td>Government influenced to bring forward school council legislation, Influence a children and young people focused participative approach among statutory bodies, Children and Young People’s participation and capacity built</td>
</tr>
<tr>
<td>• Develop Article 12 Policy Paper</td>
<td>RPSR C&amp;P</td>
<td>Q4</td>
<td>Paper Produced and Launched</td>
<td>Influence Government to include Children’s Rights in developing policy and legislation</td>
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### Priority 2: Having Your Say

**Action Area:** Being Heard and Making A Difference

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</table>
| 2.5 **Develop NICCY Participation Advisory Forum** | C&P |   | • Terms of reference developed  
• Two meetings facilitated by NICCY  
• Work in partnership with key stakeholders to promote the voice of children and young people through participation | • Advise Commissioner on state of participation with children and young people  
• Identify gaps in service provision and avoid duplication of effort  
• Determine area to pool resources |
| 2.6 **BINOCC Joint Activity**  
Develop and initiate Participation toolkit as part of BINOCC programme of work | Commissioner/ C&P |   | • Commissioner’s joint BINOCC working programme agreed  
• Participation Toolkit concept explored | BINOCC members use common resources for greater involvement of children and young people  
Economies of scale across BINOCC |
| 2.7 **Communications Activity** - Proactively seek PR opportunities on Having Your Say including: Media, Partner events, Public Affairs, stakeholder communications and online activity | C&P/ Commissioner | ongoing | • Monitor the forward planning diary  
• Develop calendar of events/activity  
• Produce 4 media releases and briefings  
• Organise 3 key media interviews  
• Co-ordinate political contact/public affairs activity and liaison  
• Support development of 1 keynote speech  
• Develop and maintain Having Your Say section of NICCY web site | Influence public perception of the importance of Having Your Say with regard to Being Heard and Making a Difference |
## Priority 2: Having Your Say

### Action Area: Being Heard and Making A Difference

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</table>
| **2.8 Policy work**           | RSPR, C&P | Ongoing| - Produce consultation responses  
|                               |           |        | - Produce briefing papers  
|                               |           |        | - NICCY Youth Panel involved in consultation responses in relation to       | Government Policy influenced in relation to Article 12  
|                               |           |        | children and young people in decision-making bodies as appropriate          | Children and Young People have direct say in decisions that affect their lives               |
| **2.9 Legal & Casework**      | L&C       |        | - Identify of localities for Outreach service  
|                               |           |        | - Develop casework service at local level where children and young people are | Children and young people enabled to make complaints about services                         |
|                               |           |        | - Involvement with COAC and other agencies                                  | Voice of children and young people in private law proceedings developed                    |
|                               |           |        | - Maintain and develop existing complaints and advocacy service              |                                                                                              |
|                               |           |        | - Develop outreach clinics                                                  |                                                                                              |
|                               |           |        | - Monitor developments regarding voice of young person in Private Law        |                                                                                              |
|                               |           |        | proceedings                                                                 |                                                                                              |
| **2.10 Develop protocol on use of peer researchers** | RSPR | Q3     | - Specification and policy for researchers  
|                               |           |        | - Recruit and train peer researchers                                         | Influence participative approach within NICCY                                           |
|                               |           |        | - Develop protocol on use of peer researchers                             |                                                                                              |
|                               |           |        | - Influence participative approach within NICCY                            |                                                                                              |
| **2.11 UN Reporting**         | RPSR/C&P  | Q3-Q4  | - Communications plan developed  
|                               |           |        | - Key audiences informed  
|                               |           |        | - Concluding Observation discussed with relevant statutory partner          | Public perception of Children and Young People having a voice and being heard influenced  
<p>|                               |           |        | - Action Plan agreed and implemented                                        | Government policy influenced                                                              |
|                               |           |        | - Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 12 |                                                                                              |</p>
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| **2.12 NICCY UNCRC Awareness**  
- Continue to raise awareness of Children’s Rights | C&P | | • Continue to run the ‘Train the Trainers Programme’  
• Explore other opportunities for promoting the UNCRC using the Train the Trainers model  
• Further develop UNCRC workshop resources on www.niccy.org | Adult stakeholders and young people have knowledge of UNCRC and access to resources |
| **2.13 NICCY Youth Panel**  
- Implement recommendations from review of the Youth Panel | C&P/SMT | | • Develop action plan to outwork recommendations as agreed between NYP /SMT  
• NYP 85% satisfied in their level of participation | NICCY Youth Panel continue to advise, influence and participate in the work of the Commissioner and her office |
### Priority 3: Wellbeing and Mental Health

#### Action Area: Right Mental Health Services

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<th>Outcome</th>
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</thead>
</table>
| **3.1 Establish project** input from teams (based on required skill set) and NICCY Youth Panel | SMT | Q1-Q2 - Q4 | • Project Team in place  
• Develop project action plan  
• Implement action plan | Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners |
| **3.2 DE Emotional Wellbeing in schools**  
- Scope and research best practice in promoting emotional health and wellbeing in post primary schools in partnership with DE and others | RPSR, C&P | Q3 | • Recruit and train peer researchers  
• Fieldwork  
• Written agreement with DE  
• Report with recommendations  
• Examples of Good practice identified | Access to a range of support for children in post primary schools  
DE implements recommendations |
| **3.3 Communications Activity** - Proactively seek PR opportunities on Wellbeing and Mental Health including: Media, Partner events, Public Affairs, stakeholder communications and online activity | C&P/Commissioner | ongoing | • Monitor the forward planning diary  
• Develop calendar of events/activity  
• Produce 4 media releases and briefings  
• Organise 3 key media interviews  
• Co-ordinate political contact/public affairs activity and liaison  
• Support development of 1 keynote speech  
• Develop and maintain wellbeing and mental health section of NICCY website | Influence public perception of the importance of Wellbeing and Mental Health with regard to the right mental health services |
## Priority 3: Wellbeing and Mental Health
### Action Area: Right Mental Health Services

<table>
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<tr>
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<tbody>
<tr>
<td><strong>3.4 Policy work</strong></td>
<td>RPSR</td>
<td>Ongoing</td>
<td>• Production of consultation responses &lt;br&gt;• Production of briefing papers</td>
<td>Government Policy Influenced in relation to Article xxx</td>
</tr>
<tr>
<td>Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches</td>
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<tr>
<td><strong>3.5 Legal &amp; Casework</strong></td>
<td>L &amp; C</td>
<td>Monthly reports reviewed by H o D &lt;br&gt;• Review of Policy and legislative developments in Mental Health &lt;br&gt;• Report written &lt;br&gt;• Attendance at Discussion day &lt;br&gt;• Recommendations made</td>
<td>Policy and Legislation influenced &lt;br&gt;To influence the Committee of the Rights of the Child general comment on children’s rights to access to education in emergency situations</td>
<td></td>
</tr>
<tr>
<td>Monitor Casework to identify strategic cases/ legal issues for further action &lt;br&gt;Write and submit report to UN Discussion Day on the Children’s Right to Education in Emergency Situations</td>
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</tr>
<tr>
<td><strong>3.6 UN Reporting</strong></td>
<td>RPSR/C&amp;P</td>
<td>Q3-Q4</td>
<td>• Communications plan developed &lt;br&gt;• Key audiences informed &lt;br&gt;• Concluding Observation discussed with relevant statutory partner &lt;br&gt;• Action Plan agreed and implemented</td>
<td>Public perception of Children and Young People on wellbeing and mental health influenced &lt;br&gt;Government policy influenced</td>
</tr>
<tr>
<td>Communicate concluding observations from UNCRC to key audiences &lt;br&gt;Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 12</td>
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### Priority 4: Protection

**Action Area:** Child Abuse

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<tbody>
<tr>
<td><strong>4.1 Establish project</strong>&lt;br&gt;input from teams (based on required skill set) and NICCY Youth Panel</td>
<td>SMT</td>
<td>Q1 Q2 – Q4</td>
<td>• Project Team in place&lt;br&gt;• Develop project action plan&lt;br&gt;• Implement action plan</td>
<td>Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners</td>
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<tr>
<td><strong>4.2 Physical Punishment Judicial Review</strong>&lt;br&gt;Pursue appeal from Judicial Review on Physical Punishment</td>
<td>L&amp;C C&amp;P</td>
<td></td>
<td>• Submissions lodged&lt;br&gt;• Arguments heard&lt;br&gt;• Judgement received&lt;br&gt;• Produce and implement Communications/Media plan</td>
<td>Influence legislation on banning physical punishment&lt;br&gt;Manage NICCY’s reputation</td>
</tr>
<tr>
<td><strong>4.3 Physical Punishment Report</strong>&lt;br&gt;Complete and launch report</td>
<td>RSPR C&amp;P</td>
<td>Q3</td>
<td>• Publish report&lt;br&gt;• Launch Report</td>
<td>Influence legislation, policy and practice</td>
</tr>
<tr>
<td><strong>4.4 Positive Parenting</strong>&lt;br&gt;Explore possibility of campaign with partners</td>
<td>C&amp;P</td>
<td></td>
<td>• Explore opportunities for a campaign with partners and produce a proposal&lt;br&gt;• Develop partnerships i.e. Children Are Unbeatable</td>
<td>Public perception influenced on Positive Parenting as opposed to physical punishment</td>
</tr>
<tr>
<td><strong>4.5 RE: ‘E’ Case</strong>&lt;br&gt;(Holy Cross School Case)&lt;br&gt;Pursue case through the House of Lords to relation to protection of Child ‘E’</td>
<td>L&amp;C</td>
<td></td>
<td>• Petition and Submissions lodged with House of Lords&lt;br&gt;• Arguments heard&lt;br&gt;• Judgement received</td>
<td>Clarify state’s duties to protect and safeguard children&lt;br&gt;Uphold the rights of children and young people under ECHR and UNCRC</td>
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<td>Action</td>
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<td>Measurement</td>
<td>Outcome</td>
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</table>
| **4.6 Communications Activity** - Proactively seek PR opportunities on Protection including: Media, Partner events, Public Affairs, stakeholder communications and online activity | C&P/L&C/ Commissioner | ongoing | - Monitor the forward planning diary  
- Develop calendar of events/activity  
- Produce 4 media releases and briefings  
- Organise 3 key media interviews  
- Co-ordinate political contact/public affairs activity and liaison  
- Support development of 1 keynote speech  
- Develop and maintain protection section of NICCY web site | Influence public perception of the importance of Protection with regard to child abuse |
| **4.7 Policy work**  
Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches | RSPR | Ongoing | - Produce consultation responses  
- Produce briefing papers  
- Produce Inquiry Reports  
- Produce policy paper on Play  
- Draft speeches | Influence Policy and Practice relating to Protection |
| **4.8** Develop policy paper on physical punishment and Positive parenting & deliver recommendations to the relevant agencies | RSPR | Q4 | - Develop Plan  
- Review data  
- Consult stakeholders  
- Produce Paper | Government Policy Influenced |
### Priority 4: Protection
### Action Area: Child Abuse

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<th>Outcome</th>
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</table>
| 4.9 Launch and Deliver recommendations to relevant agencies of various policy papers  
  - Road safety  
  - Sexual health | RSPR/C&P | Q1, Q2 |  
  - Meeting with relevant Officials  
  - Papers produced and launched | Government Policy Influenced |
| 4.10 UN Reporting  
  - Communicate concluding observations from UNCRC to key audiences  
  - Follow up on concluding observations from UNCRC with relevant government departments in relation to Article ?? | RPSR/C&P | Q1-Q4 |  
  - Communications plan developed  
  - Key audiences informed  
  - Concluding Observation discussed with relevant statutory partner  
  - Action Plan agreed and implemented | Public perception of protection of Children and Young People from abuse influenced  
Government policy influenced |
| 4.11 BINOC Work  
Scope possible BINOC work-unaccompanied asylum seeking children | RPSR | Q3 |  
  - Plan of work agreed  
  - Meetings with Ministers held  
  - Paper written | Produce report for annual commissioner statement  
Asylum seeking children are protected |
| 4.12 Consider review of Child death reports with ROI | RPSR | Q2 |  
  - Develop Plan  
  - Lit Review  
  - Consult stakeholders  
  - Produce report | Influence policy and practice in improve learning in relation to prevention of child deaths |
### Priority 5: Equal Treatment
#### Action Area: Discrimination

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<th>Outcome</th>
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#### 5.1 Establish project input from teams (based on required skill set) and NICCY Youth Panel
- **Who:** SMT
- **When:** Q1, Q2 – Q4
- **Measurement:**
  - Project Team in place
  - Develop project action plan
  - Implement action plan
- **Outcome:** Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners

#### 5.2 Deliver and follow up the recommendations of research on Traveller Education, Advocacy for disabled children and Poverty
- **Who:** RPSR
- **When:** Q1, Q1, Q1
- **Measurement:**
  - Action plans agreed
- **Outcome:** Influence change in government policy

#### 5.3 Commission and support the writing of Information Pack on Poverty in Northern Ireland with Equality Commission, Human Rights Commission and Northern Ireland Anti-Poverty Network
- **Who:** RPSR
- **When:** Q3
- **Measurement:**
  - External steering group established
  - Contract agreed
  - Plan of work agreed
- **Outcome:** To produce data for updating reference document in year 2

#### 5.4 Communications Activity - Proactively seek PR opportunities on Equal Treatment including: Media, Partner events, Public Affairs, stakeholder communications and online activity
- **Who:** C&P/Commissioner
- **When:** ongoing
- **Measurement:**
  - Monitor the forward planning diary
  - Develop calendar of events/activity
  - Produce 4 media releases and briefings
  - Organise 3 key media interviews
  - Co-ordinate political contact/public affairs activity and liaison
  - Support development of 1 keynote speech
  - Develop and maintain equal treatment section of NICCY web site
- **Outcome:** Influence public perception of the importance of Equal Treatment with regard to Discrimination

[NICCY Corporate Business Plan 08-09 – draft 07-05-08]
### Priority 5: Equal Treatment

#### Action Area: Discrimination

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<tbody>
<tr>
<td><strong>5.5 Policy work</strong>&lt;br&gt;Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches</td>
<td>RPSR</td>
<td>Ongoing</td>
<td>Produce&lt;br&gt;• Consultation responses&lt;br&gt;• Briefing papers&lt;br&gt;• Inquiry Reports&lt;br&gt;• Speeches</td>
</tr>
<tr>
<td><strong>5.6 Legal &amp; Casework</strong>&lt;br&gt;Monitor casework and queries to identify strategic cases/issues for further action</td>
<td>L&amp;C</td>
<td></td>
<td>• Monthly reports reviewed by HoD&lt;br&gt;• Review of policy and legislative developments in relation to Equal Treatment</td>
</tr>
<tr>
<td><strong>5.7 Review recommendations of speech and language taskforce and advise government</strong></td>
<td>RPSR</td>
<td>Q2</td>
<td>• Meetings with Gov Officials&lt;br&gt;• Action plan agreed</td>
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#### 5.8 UN Reporting

- Communicate concluding observations from UNCRC to key audiences<br>- Follow up on concluding observations from UNCRC with relevant government departments in relation to Article ??

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<tbody>
<tr>
<td>RPSR/C&amp;P</td>
<td>Q3-Q4</td>
<td>• Communications plan developed&lt;br&gt;• Key audiences informed&lt;br&gt;• Concluding Observation discussed with relevant statutory partner&lt;br&gt;• Action Plan agreed and implemented</td>
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#### 5.9 BINOCC Joint Activity

- Explore possibility of a campaign to raise awareness of how children and young people are treated in the media

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<tbody>
<tr>
<td>C&amp;P</td>
<td></td>
<td>Engage with BINOCC partners on agenda for joint meeting</td>
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### NICCY CORPORATE BUSINESS PLAN 2008-2009 – FINAL DRAFT

#### 6. Corporate Objectives

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</table>
| **6.1 Establish project** input from teams (based on required skill set) and NICCY Youth Panel | SMT | Q1 – Q2 – Q4 | • Project Team in place  
• Develop project action plan  
• Implement action plan | Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners |
| **6.2 Children’s Rights Review**  
• Complete Children’s rights report  
• Merge internal and external reports to produce final report  
• Design, print and launch final report | RPSR/C&P | Q3-Q4 | • Identification of relevant research  
• Identification of Policy and legislation  
• Production of report merging all data sources  
• Report published and launched in September 2008 | Final report on current state of children’s rights in Northern Ireland which will be used to influence legislation, policy and practice in the field |
| **6.3 UNCRC Country Report**  
• Report to UNCRC pre-sessional | SMT/CE | Q2 | • Report completed  
• BINOCC communications plan implemented  
• Evidence given  
• Recommendations pursued | Concluding observations to state party influenced |
| **6.4 Formal investigation**  
• Carry out investigation or service reviews as appropriate | RPSR/L&C/C&P | As appropriate | • Produce Terms of Reference  
• Establish Review  
• Develop plan  
• Carry out fieldwork  
• Write report with recommendations  
• Develop communications plan | To influence best practice |

(NICCY Corporate Business Plan 08-09 – draft 07-05-08)
### 6. Corporate Objectives

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<tbody>
<tr>
<td>6.5 Corporate Communications</td>
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</table>
| • Undertake a major awareness survey with key stakeholders | C&P/CE | Ongoing | • Develop terms of reference  
  • Produce specification, tender and appoint consultancy to undertake work  
  • Review findings of survey to develop an Action Plan | Establish a benchmark of extent of public perception of NICCY  
Influence NICCY communications plan for year 2 and 3 |
| 6.6 Corporate Reputation and Raising Awareness | | | | | |
| • Promote the role and function of the Commissioner | Commissioner/ C&P | Ongoing | • Identify and support public relations opportunities/activities/events  
  • Develop a Corporate Communications Plan  
  • NICCY Awareness toolkit developed and all staff trained in its use  
  • Deliver information sessions to 100 stakeholders by key staff | Awareness raised of the role and work of NICCY  
Awareness raised of the role and work of NICCY |
| • Communicate NICCY’s work and priorities | SMT C&P SMT | Ongoing | | |
| • Outreach Programme/ Regional Development | CE/L&C/C&P C&P | Ongoing | • Develop regional programme to include all teams within NICCY  
  • NICCY promotional materials delivered to every Year 8 pupil in NI | NICCY regional presence is continued and enhanced |
### 6. Corporate Objectives

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| **6.7 Corporate Publications**  
- Publish a range of NICCY Publications | C&P | C&P | Publish a range of materials including:  
  - Annual Review  
  - Xmas Card  
  - Corporate Plan  
  - Ezine x 2  
  - CRR report and children and young people version  
  - Policy Papers x 3  
  - Report on emotional health & wellbeing | | Raise awareness of NICCY and its work |
| **6.8 Develop NICCY Online Presence**  
- Develop new Corporate website to ensure it is fit for purpose for the new Corporate Plan  
- Explore social networking as communications tool | C&P | C&P | | Website influences perception of NICCY  
Awareness raised of the role and work of the Commissioner  
Communicate with CHILDREN AND YOUNG PEOPLE where they are at (Article 7 NICCY Order) |
| **6.9 Review of Office**  
- Review and implement recommendations from Deloitte Report | Commissioner/CE/HODs | Commissioner/CE/HODs | Develop and implement Action Plan for carrying out recommendations | Establish corporate structures that are fit for purpose and ensure the organisation can meet it corporate objectives |
| **6.10 Ethics Committee**  
- Review, maintain and support the work of NICCY Ethics and Shadow Ethics Committees | RPSR | Ongoing | Meetings x3 per annum for both Committees  
Training of Committees | All NICCY research and review work will be carried out to highest ethical standards |
### 6. Corporate Objectives

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<tr>
<td>6.11 Corporate Functions</td>
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<td>Ensure organisational structures are fit for purpose to deliver corporate and financial plans.</td>
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<tr>
<td>- Provide Corporate Services support for the organisation</td>
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<td>- Corporate Reporting</td>
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<td>- Review existing NICCY policies and develop new policies as required</td>
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<td>- HR services including recruitment of new staff as required</td>
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<td>- Review Employers of Choice Scheme</td>
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<td>- Finance services including preparation and maintenance of annual and monthly accounts</td>
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<td>- Facilities management including maintaining building and IT infrastructure</td>
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<td>- Staff development and training</td>
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<td>- Coordinate corporate/business planning activity</td>
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<td>- Monitor corporate risk for the organisation and liaise with Audit and Risk Committee</td>
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<td>- Produce 07-08 Annual Report</td>
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<td>- Produce 09-10 Business Plan</td>
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