



Business Plan 2014-‘15

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 current Commissioner is Patricia Lewsley-Mooney, and she was re-appointed in January 2011 for a 2nd 4 year term until 8th January 2015.

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 as follows:

“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.

STATUTORY DUTIES AND POWERS OF THE COMMISSIONER

Article 7 of the 2003 Order outline the duties of the Commissioner which are:

- To promote an understanding of the rights of children and young persons;
- To promote an awareness of the importance of those rights and a respect among children and young persons for the rights of others;
- To promote an awareness of matters relating to the best interests of children and young persons;
- To keep under review the adequacy and effectiveness of law and practice relating to the rights and welfare of children and young persons.
- To keep under review the adequacy and effectiveness of services provided for children and young persons by relevant authorities.
- To advise government and relevant authorities on matters concerning the rights or best interests of children and young persons.
- To take reasonable steps to ensure that children and young persons and their carers are made aware of the functions of the Commissioner, the location of her office and the ways in which they may communicate with the Commissioner.
- To take reasonable steps to ensure that children and young persons are encouraged to communicate with the Commissioner

- To take reasonable steps to ensure that the content of any matter published by the Commissioner takes account, so far as practicable, of the age, understanding and usual language of any children or young person by whom it is intended that such matter will be read and of the effect of any disabilities they may have;
- To take reasonable steps to ensure that the views of children and young persons and their parents are sought concerning the exercise by the Commissioner of her functions;
- To take reasonable steps to ensure that the services of the Commissioner are, so far as practicable, made available to children and young persons in the locality in which they live.

Articles 8-15 outline the Commissioner's general powers which are to:

- Undertake, commission or provide financial or other assistance for, research or educational activities concerning the rights or best interests of children and young persons or the exercise of her functions.
- After consultation with such bodies as she thinks appropriate, issue guidance on best practice in relation to any matter concerning the rights or best interests of children or young persons.
- For the purpose of any of her functions, conduct such investigations as she considers necessary or expedient.
- Compile information, provide advice and publish any matter concerning the rights and best interests of children and young persons, including the outcome of any research or investigation and any advice provided by the Commissioner.
- Make representations or recommendations to any body or person about any matter concerning the rights and best interests of children and young persons.
- Conduct general reviews of advocacy, complaint, inspection and whistle blowing arrangements of relevant authorities.
- Review advocacy, complaint, inspection and whistle blowing arrangements of relevant authorities in individual cases.
- Provide assistance with complaints to relevant authorities.
- Conduct investigations of complaints against relevant authorities
- Bring, intervene in or assist in legal proceedings.

Corporate Plan 2011-14

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 Commissioner, the Commissioner for Children and Young People (Northern Ireland) Order 2003. This includes having 'due regard' to the United Nations Convention on the Rights of the Child.

Business Plan 2013-14

This Business Plan links directly to the Corporate Plan 2014-'17. 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.

NICCY will ensure reference to the Programme for Government and liaison with our sponsor department OFMDFM both in terms of our accountability and our monitoring roles as they impact on outcomes for Children and Young People.

Responsibility for this Business Plan rests with the Commissioner as Accounting Officer. Implementation, monitoring 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 appropriate monthly, quarterly and annual reporting.

Internal Departmental Plans

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

Involvement of Stakeholders including Children & Young People

NICCY recognises the necessity to work with and involve our Stakeholders across all relevant spheres i.e. in the political, public, statutory, community and voluntary sectors. This is reflected in our integrated working, partnerships, co-operation, openness, accountability and information sharing.

The importance of the involvement of children and young people in all aspects of the realisation of our business plan targets is of primary consideration to NICCY. Children and young people's involvement and participation is embedded throughout each of the corporate and business objectives where appropriate/possible. NICCY has developed and implemented a 'screening tool' to ensure such appropriate and necessary consideration when carrying out our work.

Programmes of Work [PoW]

Programmes of work (PoW) aim to promote integrated, inter disciplinary working thereby enhancing our own internal efficiency and effectiveness and significantly increasing our external impact and outcomes for Children and Young People. While 'Lead Departments' on specific targets in respect of each area of work are designated throughout the Business Plan, PoWs will entail integrated cross-disciplinary working. Programmes of Work will be assigned 'Leads' before commencement of the Business Year 2014-15.

The 'Core Business' of NICCY as per our duties is carried on by each department throughout the year. These work streams will be progressed via specific departments involving colleagues' skills, knowledge and expertise as/when necessary.

Also in recognizing that an organisation's greatest asset are its people, the skills, knowledge and expertise of our Staff 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 in advance (as required) on the basis of the assumptions – as set out in the 2014-17 Corporate Plan - that it will be delivered within NICCY's current staffing and budget requirements.

Governance

NICCY will ensure adherence to good governance systems throughout delivery and operation of this business plan.

Risks

NICCY will ensure the effective management of identified and emerging risks adhering to our 'Risk Management Policy'. *See Risk Management Policy and risk register etc.*

Key: CE – Chief Executive; HoD – Head of Department; CS – Corporate Services; L&I – Legal & Investigations; P&R – Policy & Research; C&P – Communications & Participation; SMT comprises Chief Executive and Heads of Departments.

NICCY BUSINESS PLAN 2014-15: Corporate Plan Objective 1

HLCO: Government will meet its obligations to undertake all the appropriate legislative, administrative and other measures for the implementation of the UNCRC.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.1	<p>Child Rights Legislation</p> <p>Children's Rights legislation is introduced.</p>	<p>Engagement and communication plans completed for all relevant stakeholders to build support for Child Rights Legislation.</p> <p>Advisory Group of young people. is established.</p> <p>Evidence paper drawing from NICCYs previous work (engagement with C&YP, casework, research, policy analysis) to build the case for the Bill.</p> <p>Paper drafted on children's rights and the role of parents.</p>	<p>PoW plans signed off by SMT</p> <p>Meetings held with children, parents, officials, NGOs, professionals working with children, Ministers, MLAs</p> <p>Two meetings held and TOR developed.</p> <p>Evidence paper produced that informs messages for communications to targeted stakeholders</p> <p>Paper produced on children's rights and the role of the parents.</p>	<p>There is good understanding of and broad support for child rights legislation among a range of stakeholders.</p> <p>OFMDFM agrees to engage in forward work in relation to child rights legislation</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
		Provision of appropriate legal advice / support for NICCY, including legal opinion provided by senior council.	Advice provided ensuring NICCY's work in this area is grounded in strong legal basis	
1.2	<p>Child Rights Impact Assessments</p> <p>CRIAs are routinely undertaken in the development of policy and legislation affecting children.</p>	<p>Review existing CRIA models</p> <p>Options paper drafted for discussion</p> <p>Meetings with officials and other relevant stakeholders to discuss options and build support for action.</p>	<p>Review of CRIA models completed.</p> <p>Options paper addressed.</p> <p>3 meetings held with relevant stakeholders. Support secured for Options paper</p>	An options paper is drafted outlining possible ways of ensuring CRIAs are conducted.

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.3	<p>Government Officials Training and Awareness Raising on UNCRC.</p> <p>Government staff are fully aware of the relevance of the UNCRC to their work and their working practices resulting in better delivery on children's rights.</p>	<p>Current delivery of training on UNCRC to government and agencies' staff conducted - mapping exercise.</p> <p>Review UNCRC training models to identify good practice.</p>	<p>Scoping paper produced.</p> <p>Paper reviewing UNCRC training models produced.</p>	<p>NICCY has collated relevant information to advise government on taking forward training and awareness raising with government staff.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.4	<p>Data Collection and Children's Rights Indicators.</p> <p>Quality of Data collection is improved. Child Rights indicators are accepted and recognised as integral measure of successful outcomes for Children and Young People.</p>	<p>Review of best practice in relation to the development of child rights indicators</p> <p>Devise proposals regarding data collection and indicator development.</p> <p>Convene two meetings with key stakeholders to agree approach</p> <p>Development of advice to government on indicators relating to delivery for children when requested.</p>	<p>Produce paper outlining best practice.</p> <p>Proposals drafted.</p> <p>Two meetings held – progress noted</p> <p>Advice produced as requested.</p>	<p>Increased understanding of the significance of child rights approach to indicators.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.5	<p>Joined Up Planning and Delivery for Children & Young People</p> <p>Government departments and agencies develop more effective collaborative working practices.</p>	<p>Evidence documented of effective working practices and examples of ineffective interdepartmental /interagency working – collected from NICCY’s work.</p> <p>Advise on the Private Member’s Bill on ‘Statutory Duty to Co-operate’.</p> <p>Paper commissioned outlining best practice in co-ordinating interagency working.</p> <p>Two meetings convened with key stakeholders to discuss best approach to ensuring joining up (integrated) working across government departments and agencies.</p>	<p>Evidence paper produced</p> <p>Advice provided as appropriate.</p> <p>Paper commissioned and produced.</p> <p>Two meetings held.</p>	<p>NICCY has gathered evidence of mechanisms to ensure effective collaborative working practices.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.6	<p>Public Spending on Children & Young People.</p> <p>Government provides financial information which allows for greater transparency on levels of spend on children's services to facilitate comparison with other jurisdictions.</p>	<p>A cross-sectoral working group on children's budgeting is established by NICCY.</p> <p>2-3 meetings convened with working group to discuss findings of first Budget report, and progress of the second Budget analysis project.</p> <p>Budget report II completed and launched.</p> <p>Working group develops a workplan for Year 2.</p>	<p>Working group established.</p> <p>2-3 meetings held. Feedback provided to researchers on second budget project</p> <p>Budget report 2 completed and launched.</p> <p>Workplan complete.</p>	<p>Key stakeholders, including government officials are working together to identify and overcome barriers to transparency within Children's Budgeting.</p>
1.7	<p>Strategic Participation of Children and Young People in decision making.</p>	<p>Review Participation Research recommendations and action accordingly.</p> <p>Provide advice and support to Government to mainstream participation practices</p>	<p>Address via meetings with key Government officials in seven Departments</p> <p>Participation of Children & Young People is referenced in the Local Government Bill</p>	<p>Increase mainstreaming of participation of C&YP in working practices of professionals.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
	Encourage best practice by Government in the Participation of Children and Young People (C&YP) in decision making which impacts on their lives	<p>Encourage specific inclusion of C&YP's participation in the outworking of the Local Government Bill i.e. Community Planning.</p> <p>Programme of engagement with new council structures to increase endorsement of the PPSI</p> <p>Establish a baseline of participation of C&YP within 'phase 2' work on 'endorsees' of PPSI (Councils and ALBs)</p> <p>NICCY Youth Panel design, launch and judge the 2014/15 Participation Awards.</p>	<p>25% of new 'super' councils reinforce commitment to engaging with C&YP by endorsing PPSI</p> <p>Engagement plan developed to implement once new council structures are established</p> <p>Responses received by 50% of phase 2 endorsees</p> <p>At least 20 entries received 2014/15 Participation Awards Event held and evaluated.</p>	<p>Increased participation of C&YP within phase 2 endorsees of PPSI (Councils and ALBs).</p> <p>Promotion and celebration of best practice in relation to the participation of C&YP in decision making processes.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.8	<p>Government Strategies for Children & Young People.</p> <p>Overarching strategies for delivering on Children's & Young People's Rights e.g. 'Delivering Social Change for Children & Young People', 'T:BUC' etc produced by Government are effectively implemented.</p>	<p>Advice provided on development and implementation as/when appropriate i.e. further 'upstream' and in advance of consultation exercises.</p> <p>Scrutiny of delivery addressed at Monitoring Meetings.</p>	<p>Advice provided as/when appropriate in line with NICCY's process.</p> <p>Monitoring meetings held, and government strategies included on agenda.</p>	<p>Overarching Government strategies for Children & Young People are informed by advice from NICCY.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.9	<p>UK Children's Commissioners' joint shadow report on UK compliance with the UNCRC.</p> <p>UK Children's Commissioners influence the UN Committee's assessment of the UK State Party's delivery on its obligations under the UNCRC and previous Concluding Observations.</p>	<p>PID updated to reflect probable dates for examination of State Party Report.</p> <p>Joint initial response to the State Party Report produced with other 3 UK CCs.</p> <p>Communications Plan developed.</p> <p>Participation strategy developed, and implementation initiated.</p> <p>Joint UK CCs' Report structure agreed.</p> <p>Evidence gathering underway.</p>	<p>PID updated and agreed by BINOCC commissioners</p> <p>Response produced and submitted.</p> <p>Communications plan signed off by BINOCC</p> <p>Participation plan signed off by BINOCC</p> <p>Report structure signed off by BINOCC</p> <p>Initial data collected</p>	<p>Project plans have been completed for the joint UK Children's Commissioners joint report on UK State Party compliance with UNCRC.</p>

Ref. No.	Area of work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
1.10	<p>Non-discrimination against Children & Young People.</p> <p>Children and young people are not discriminated against because of their age</p>	<p>Advice provided to Government and elected representatives to ensure that children are not excluded from Age Discrimination legislation (EU Directive on Access to Goods, Facilities and Services)</p> <p>Continue public awareness campaign</p> <p>Continue to raise awareness of negative stereotyping of children and young people</p>	<p>Evidence of political support across a range of influencers – recorded.</p> <p>Evidence of support from parents, children and young people – recorded.</p> <p>Evidence of support from stakeholders – recorded.</p>	<p>Age discrimination legislation introduced to Assembly does not exclude children and young people.</p>

NICCY BUSINESS PLAN 2014-15: 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 1)
2.1	Casework Service Resolution of complaints / breaches of Children's and Young People's Rights.	Cases dealt with; Quarterly Casework 'Trend'/Gaps Reports produced; Evaluation Report; Monthly Impact Report; Annual Casework Report.	90% of cases closed with objective met. Quarterly Casework 'Trend'/Gaps Report to SMT Evaluation Report to SMT Impact Report to SMT Annual Casework Report	Breaches or violations of children's and young people's rights and identified, challenged and resolution sought / achieved. Trends/Gaps identified and addressed/inform future focus of work.

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
2.2	<p>Legal Proceedings</p> <p>Instigation of cases protecting the Rights and Best Interests of Children and Young People.</p> <p>Ongoing identification of relevant legal cases for intervention/support.</p>	<p>Proceedings issued; Legal representation provided; Fund legal cases; Intervention completed; Amicus Curiae role performed.</p>	<p>All cases identified, assessed and appropriately responded to.</p>	<p>Children and Young people have legal recourse and appropriate representation</p>
2.3	<p>Investigations</p> <p>Conduct Investigations in area/s identified.</p>	<p>Recommendations from Scoping Report produced in 2013/14 business year regarding secure accommodation taken forward</p> <p>Recommendations actioned.</p>	<p>Investigation (if deemed necessary) into secure accommodation takes place and any shortcomings highlighted;</p> <p>NICCY makes calls to government/agencies for necessary actions.</p>	<p>NICCY recommendations / calls to government/agencies necessary actions are progressed.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
2.4	<p>‘Off-site’ Educational Provision</p> <p>Enhanced effectiveness of provision as/where necessary in promoting the Right to Education.</p>	<p>Scoping paper produced on educational provision for Children & Young People ‘educated off- site’</p>	<p>SMT appropriately informed to allow decision making on whether investigation is necessary.</p>	<p>Enhanced information on ‘off-site’ educational provision and addressing of same with DE in the interests of C&YP.</p>
2.5	<p>Child Protection Procedures</p> <p>Enhanced effectiveness of procedures as/where necessary to protect Children and Young People.</p>	<p>Scoping paper produced on child protection procedures in schools.</p>	<p>SMT appropriately informed to allow decision making on whether investigation is necessary.</p>	<p>Enhanced information on Child Protection procedures in Schools - addressing of same with DE if/where necessary in the best interests of C&YP.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
2.6	<p>Legal Advice Provision</p> <p>Greater protection for Children's and Young People's Rights.</p>	<p>Advice provided to government/agencies on the adequacy and effectiveness of law and practice as highlighted through casework and legal work;</p> <p>Engagement with stakeholders;</p> <p>Written Advice papers produced</p> <p>Roundtable meetings;</p> <p>Stakeholder events.</p>	<p>Advice provided to government in respect of the adequacy and effectiveness of law and practice based on the experiences of Children and Young People.</p>	<p>Improvements made to the adequacy and effectiveness of law and practice in respect of compliance and respect for Children's and Young People's Rights</p>

NICCY BUSINESS PLAN 2014-15: 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 1)
3.1	<p>Awareness Raising Programmes on UNCRC, C&YP's Rights and the Work of NICCY.</p> <p>Enhanced awareness of the UNCRC, C&YP's Rights and the Work of NICCY.</p>	<p>Undertake an evaluation of existing awareness programmes.</p> <p>Audit commissioned re' media awareness of Children's & Young People's Rights and the Work of the Commissioner</p> <p>Updated/development/delivery of 'age appropriate' programmes raising awareness of the UNCRC, C&YP's Rights and the Work of NICCY for:</p> <ul style="list-style-type: none"> Children & Young People; 	<p>Previous plans evaluated;</p> <p>Baselines iro Key Stakeholder Groups established;</p> <p>Audit produced for SMT and informs future plans</p> <p>10 awareness raising workshops delivered in Schools, Youth & Community settings.</p>	<p>Key stakeholders have an increased awareness of UNCRC, C&YP's Rights and the Work of NICCY.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
		<ul style="list-style-type: none"> • Parents/Carers; • Professionals working with C&YP. 	<p>5 awareness raising workshops delivered (with L&I colleagues as appropriate) to parents / Carers / Parenting organisations</p> <p>10 Sessions delivered to Professionals in Education, Healthcare, FE.</p>	

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
3.2	<p>Communications: Media; Political and Online; Publications and Events.</p> <p>Increased awareness of NICCY's work / Children's and Young People's Rights among Stakeholders in above and wider spheres.</p>	<p>Ongoing monitoring and analysis of media, political and online activity to identify issues and emerging trends and report to SMT/Colleagues.</p> <p>Quarterly 'Trend'/Gaps Reports produced</p> <p>Media Engagement Plan developed to support Core Business and POWs – via print, broadcast and online outlets.</p> <p>Political Engagement Plan developed to support Core Business and POWs.</p>	<p>SMT/Colleagues informed on emerging issues / trends – recorded.</p> <p>Quarterly 'Trend'/Gaps Reports to SMT</p> <p>Media plan in place to support PoWs / Core Business / ongoing range of communications work.</p> <p>MLAs and political parties receive timely, and relevant information/evidence from NICCY's work.</p> <p>Opportunities identified to raise issues / influence during upcoming election cycles.</p>	<p>NICCY's work is informed through analysis, horizon scanning and emerging issues.</p> <p>Media Stakeholders have an increased awareness of NICCY's work and C&YP's Rights.</p> <p>Greater awareness / dissemination of NICCY's work / across the range of media.</p> <p>Enhanced political engagement and support for the work of NICCY.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
		<p>Further development of online work to reflect emerging technological and social media trends and opportunities.</p> <p>4 e-zines produced and distributed via online database.</p> <p>Regular Twitter outputs on issues of C&YP's Rights.</p> <p>Publish in print and electronic formats key NICCY research, reports, briefings, updates, promotional materials etc.</p> <p>Key events and launches</p>	<p>Complete 3rd stage of the upgrading and redevelopment of NICCY's website.</p> <p>Quarterly e-zines produced and disseminated.</p> <p>Twitter feed reflects Commissioner's work</p> <p>NICCY publications produced and disseminated across relevant Stakeholder groups.</p> <p>Key events delivered and evaluations completed</p>	<p>Greater safeguarding and promotion of Children's and Young People's Rights.</p> <p>Increased access to and awareness of NICCY's work via online media.</p> <p>NICCY brand recognition increased among Stakeholders</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
3.3	<p>NICCY Legal CPD</p> <p>Increase awareness and application of Children's and Young People's Rights and Best Interests.</p>	<p>Hold an annual CPD event;</p> <p>Provide continuing professional development to legal practitioners.</p>	<p>1 CPD event held</p> <p>Evaluation completed</p>	<p>Legal Practitioners have increased awareness of Children & Young People's Rights and the functions of NICCY.</p>
3.4	<p>Outreach Service [Legal 'Clinics']</p> <p>Increased awareness of NICCY's legal casework function.</p>	<p>Review Outreach Service based on evaluation report produced in 2013/14</p>	<p>Recommendations taken forward and updated plan produced for Outreach Service.</p>	<p>Improved effectiveness in provision of Legal advice.</p>
3.5	<p>Child Rights Information Service</p> <p>Enhanced effectiveness of NICCY's legal advice provision.</p>	<p>Review CRIS based on evaluation report 2013/14</p>	<p>Take Recommendations forward produce plan for outreach</p>	<p>Improved effectiveness in provision of Legal advice</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
3.6	<p>Annual Casework</p> <p>Increased awareness of issues/cases as presented via NICCY's casework function.</p>	<p>Pilot an annual casework report analysing trends / gaps / issues;</p> <p>Dissemination of report to relevant stakeholders.</p>	<p>Report produced & disseminated.</p> <p>Evaluation of same undertaken</p>	<p>Awareness of the work of the Commissioner and the Legal Team raised.</p>

NICCY BUSINESS PLAN 2014-15: 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 1)
4.1	<p>SEN and Inclusion</p> <p>Ensure optimum provision for all Children and Young People within the forthcoming SEN and Inclusion legislation and Code of Practice.</p>	<p>Detailed commentary on SEN and Inclusion legislation and Code of Practice produced.</p> <p>Ongoing monitoring of implementation of provisions</p> <p>Ongoing engagement with key stakeholder bodies.</p> <p>Provision of advice to DE as appropriate.</p>	<p>Completion of SEN and Inclusion commentary</p> <p>Any Issues in respect of provisions identified and feedback provided.</p> <p>1-2 meetings with key stakeholder groups</p> <p>1-2 meetings with DE officials and Minister</p>	<p>NICCY will have worked effectively with stakeholders to demonstrate effective advocacy on behalf of C&YP with SEN and their parents/carers in relation to the draft legislation and Code of Practice.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
4.2	<p>Shared Education and Area based planning</p> <p>Children's & Young People's Rights are effectively protected in the 'roll-out' of shared education provisions and ABP arrangements</p>	<p>Ongoing engagement with DE and other agencies</p> <p>Provision of advice papers as appropriate/required.</p>	<p>1-2 Meetings with DE Minister</p> <p>Identify evidence of where NICCY's advice has been adopted.</p>	<p>NICCY will engage with key stakeholders in the process of effectively monitoring the progress of shared education initiatives.</p>
4.3	<p>Education Bill / ESA</p> <p>The Education Bill and Education Skills Authority, if/when progressed, 'combine' to deliver effectively on Children's & Young People's Rights and Best Interests.</p>	<p>Ongoing engagement with DE and other relevant agencies</p> <p>Provision of advice papers as appropriate/required.</p>	<p>1-2 Meetings with DE Minister</p> <p>Identify evidence of where NICCY's advice has been adopted.</p>	<p>NICCY will monitor the development of provisions and protections for C&YP</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
4.4	<p>Pupil Participation in School</p> <p>NICCY provides support and guidance regarding pupil participation in schools to ensure pupils play appropriate key role in relevant decision making processes in Schools.</p>	<p>Detailed commentary on DE draft circular provided.</p> <p>Update Democra-school Guidance materials.</p> <p>Establish a C&YP's reference group to support this work</p> <p>Support is provided to schools in relation to pupil participation.</p>	<p>Constructive feedback forwarded to DE</p> <p>1-2 meetings convened with DE officials/key stakeholders re: school councils or alternative democratic structures.</p> <p>Democra-school guidance circulated to all Schools.</p> <p>Group meetings/input.</p> <p>5 'Pupil Participation in Schools' Workshops delivered.</p>	<p>Circular promotes effective participatory practice in Schools.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
4.5	<p>Casework Service [Legal]</p> <p>Outcomes influence practice for the benefit of more Children & Young People.</p>	<p>Enquiries received and processed; Advice provided; Outcomes recorded.</p> <p>Quarterly Casework 'Trend'/Gaps Reports produced.</p>	<p>Casework recorded as per in-house procedures.</p> <p>Quarterly Casework 'Trend'/Gaps Reports to SMT.</p>	<p>Redress breaches following complaints in regard to education provision.</p>
4.6	<p>SEN Tribunals</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 Outcomes recorded as per in-house procedures.</p>	<p>Children & Young People who would not otherwise be represented, receive appropriate legal representation.</p>

NICCY BUSINESS PLAN 2014-15: 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 1)
5.1	<p>Child Sexual Exploitation</p> <p>Review of actions taken by statutory agencies in relation to CSE to ensure that children and young people are adequately protected from abuse; the safeguarding systems prevent future abuse; and perpetrators are prosecuted as appropriate.</p>	<p>Information on progress has been requested and received on a quarterly basis from key government departments, PSNI and SBNI.</p> <p>Roundtable meetings involving key government departments, PSNI and SBNI conducted on a quarterly basis to facilitate discussion and appropriate information sharing.</p>	<p>Information received on a quarterly basis, and any issues identified and raised at subsequent Roundtables.</p> <p>(3x) Roundtables held by Commissioner.</p> <p>Identified areas for action are progressed.</p>	<p>NICCY has monitored policy developments in relation to CSE, in particular SBNI, Public Inquiry and the PSNI Investigation (Operation Owl), and has provided advice / acted as appropriate.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
5.2	<p>Safeguarding Children and Young People</p> <p>Government Institutions (DHSSPS, HSCB, SBNI) will be more effective in safeguarding children from harm as a result of NICCY's advice.</p>	<p>Advice is provided in relation to new developments, including:</p> <ul style="list-style-type: none"> • Protect Life Strategy; • Departmental Review of Child Protection Policy 'Co-Operating to Safeguard Children'; • Early Authoritative Intervention; • SBNI work in relation to CMRs and CDRs. <p>Advise Stakeholders on recommendations of commissioned research on cases relating to adolescent suicide and accidental death.</p>	<p>Written advice is provided in relation to the development of these areas of work.</p> <p>Meetings held with HSCB (x2), DHSSPS (x2) and SBNI (x2).</p> <p>Recommendations in the report continue to be taken forward by relevant authorities.</p>	<p>Advice provided to Government and its agencies during the development of new policies, legislation or practices, is reflected in final version.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
5.3	<p>Review of Paediatric care.</p> <p>The Review of Paediatric Care results in structures and services which better reflect the Rights and Best Interests of Children and Young People.</p>	<p>Advice is provided in relation to new developments.</p>	<p>Written advice is provided in relation to the development of relevant areas of work.</p> <p>Meetings held with HSBC (x2), DHSSPS (x2) and SBNI (x2) and other agencies as appropriate.</p>	<p>Progress made on service provision for children and young people with respect to paediatric care.</p> <p>Recommendations made by NICCY are included in final policy / strategy.</p>
5.4	<p>Mental Capacity Legislation.</p> <p>Government provides the best possible provisions and protections for under 16s in mental health legislation.</p>	<p>Provision of advice papers and oral advice to DHSSPS as appropriate.</p> <p>Attendance at relevant reference group meetings.</p>	<p>Advice papers submitted.</p> <p>Meetings arranged as appropriate.</p> <p>Attendance at C&YP roundtable meeting with DHSPPS; DHSSPS Mental Capacity Reference Group meetings (2-3); and DOJ Mental Capacity Reference Group meetings (1-2).</p>	<p>NICCY's advice is taken into account by DOJ and DHSSPS, and the relevant Assembly Committees.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
5.5	<p>Bullying</p> <p>Statutory agencies and relevant Stakeholders will ensure that Children & Young People are protected from bullying and that such incidences reduce.</p>	<p>Review Report by the NI Anti-Bullying Forum to identify appropriate actions for NICCY to take forward, 'add value', ensuring that we are linking in appropriately with other agencies such as DE, PSNI, CEOP, e-safety forum and Anti-Bullying Forum.</p>	<p>Report reviewed internally and decisions as to way forward taken</p>	<p>NICCY will have identified the specific role it should have / action it should take in relation to protecting Children & Young People from bullying (including cyber bullying).</p>
5.6	<p>Casework Service</p> <p>Outcomes influence practice for the benefit of more Children & Young People.</p>	<p>Enquiries received and processed; Advice provided; Outcomes recorded.</p> <p>Quarterly Casework 'Trend'/Gaps Reports produced.</p>	<p>Casework enquiries / complaints 'processed' as per in-house procedures.</p> <p>Quarterly Casework 'Trend'/Gaps Reports to SMT.</p>	<p>Difficulties and/or breaches Children & Young People experience in these areas are effectively addressed.</p>
5.7	<p>Legal Cases</p> <p>C&YP's Rights & Best Interests are protected.</p>	<p>Intervene as appropriate where Children and Young People require assistance.</p>	<p>Appropriate intervention made or advice provided.</p>	<p>Assistance provided in support of C&YP's Rights & Best Interests.</p>

NICCY BUSINESS PLAN 2014-15: 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 1)
6.1	<p>Youth Justice Review</p> <p>Implementation of Recommendations in YJR.</p>	<p>Monitor and review implementation of the Youth Justice Review recommendations.</p> <p>Produce advice to Department / relevant agency.</p> <p>Engage with relevant stakeholders</p>	<p>Advice papers produced;</p> <p>Papers submitted to Dept / relevant agency;</p> <p>Meetings held / attended;</p> <p>Participation in relevant Fora</p>	<p>Child Rights compliance progressed.</p>
6.2	<p>Casework Service</p> <p>Outcomes influence practice for the benefit of more Children & Young People.</p>	<p>Enquiries received and processed;</p> <p>Advice provided;</p> <p>Outcomes recorded.</p> <p>Quarterly Casework 'Trend'/Gaps Reports produced.</p>	<p>Casework enquiries / complaints 'processed' as per in-house procedures.</p> <p>Quarterly Trend Reports to SMT.</p>	<p>Difficulties and/or Rights breaches Children & Young People experience in these areas are effectively addressed.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
6.3	<p>Legal cases</p> <p>C&YP's Rights & Best Interests are protected</p>	<p>Intervene as appropriate if/where children in conflict with the law need assistance.</p>	<p>Appropriate intervention made or advice provided.</p>	<p>In identified cases Children's & Young People's Rights are respected / protected.</p>
6.4	<p>Youth Justice System</p> <p>Children & Young People going through the youth justice system have their rights and best interests protected.</p>	<p>Keep under review issues for Children & Young People in contact with the youth justice system;</p> <p>Advice provided as/when necessary/appropriate;</p>	<p>Advice provided in appropriate medium.</p> <p>Involvement in relevant fora.</p>	<p>Enhanced awareness of youth justice issues related to Children's and Young People's Rights.</p>

NICCY BUSINESS PLAN 2014-15: 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 (Dept)	Projected Key Performance Indicators	Projected Outcomes (Year 1)
7.1	<p>Care Experienced Children</p> <p>Legislation, policies and services affecting Children & Young People in care will deliver effectively on their rights and best interests.</p>	<p>Advice will be provided on the development and implementation of legislation, policies and services relating to care experienced children and young people, particularly in relation to:</p> <ul style="list-style-type: none"> • the Adoption and Children's Bill; • LAC Care Proceedings Pilot; and the • LAC Statement of Strategic Intent. 	<p>High quality advice provided in a timely manner.</p>	<p>The development of policies, legislation and services in relation to care experienced Children & Young People will be informed by NICCY advice on their Rights and Best Interests.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs (Dept)	Projected Key Performance Indicators	Projected Outcomes (Year 1)
7.2	<p>Child Poverty</p> <p>Government will work to reduce the number of children in poverty, the impact of poverty on their lives, and the depth of poverty experienced by Children & Young People in Northern Ireland.</p>	<p>Advice will be provided in relation to the impact of the proposed Welfare Reform Bill on children in Northern Ireland.</p> <p>Project plans developed for work on child poverty in Year 2.</p>	<p>High quality advice provided in a timely manner.</p> <p>Project plans signed off by SMT and included in 2015-16 Business Plan.</p>	<p>The development of policies, legislation and services will be informed by NICCY advice on the rights and best interests of Children & Young People in poverty.</p>
7.3	<p>Children & Young People with Disabilities</p> <p>Government will act on advice from the UN Committee on the Rights of People with Disabilities on how to meet its obligations to children with disabilities.</p>	<p>Report on Government delivery in relation to UNCRPD and Children & Young People with disabilities in Northern Ireland drafted and submitted to UN Committee.</p>	<p>A submission reflecting how government has delivered on the Rights of Children & Young People with disabilities in Northern Ireland is submitted.</p>	<p>The UN Committee on the Rights of People with Disabilities is aware of rights violations experienced by children in Northern Ireland.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs (Dept)	Projected Key Performance Indicators	Projected Outcomes (Year 1)
7.4	<p>Separated Children Subject to Immigration Control</p> <p>Legislation, policies and services affecting separated children subject to immigration control will deliver effectively on their rights and best interests.</p>	<p>Meetings held to provide advice to relevant stakeholders on recommendations from the 'Models of Guardianship' Research.</p>	<p>Responses received from all key agencies in relation to recommendations of research, in particular the establishment of appropriate mechanisms to progress recommendations from the 'Models of Guardianship' research.</p>	<p>Consideration given by relevant authorities as to how to progress options / recommendations from the 'Models of Guardianship' Research.</p>
7.5	<p>Casework Service</p> <p>Outcomes influence practice for the benefit of more Children & Young People.</p>	<p>Enquiries received and processed; Advice provided; Outcomes recorded.</p>	<p>All cases actioned appropriately</p>	<p>Difficulties and/or Rights breaches Children & Young People experience in these areas are effectively addressed.</p>

Ref. No.	Area of Work (Longer Term Objective)	Projected Outputs (Dept)	Projected Key Performance Indicators	Projected Outcomes (Year 1)
7.6	<p>Legal Cases</p> <p>C&YP's Rights & Best Interests are protected</p>	Intervene as appropriate as/where Children & Young People require assistance.	Appropriate intervention made or advice provided.	Children's & Young People's Rights respected/protected.

NICCY BUSINESS PLAN 2014-15: 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 1)
8.1	<p>Annual Business Plan.</p> <p>Maintained focus on Organisational function and remit as per Corporate Plan.</p>	<p>Annual Business Plan produced for next year of Corporate Plan period i.e. 2015-'16.</p>	<ul style="list-style-type: none"> • BP Process Plan developed • Input: SMT • Draft produced including budgets • Drafting processes finalised • Submission by required deadline. 	<p>Business plan reflecting organisational remit and best use of resources – Human, Financial and Physical.</p>
8.2	<p>NICCY's performance and impact.</p> <p>Continued overall effectiveness and efficiency - internal and external – as per NICCY's 'Monitoring Performance & Impact Reporting Framework.</p>	<ul style="list-style-type: none"> • Internal Audit Reports at relevant stages; • External Audit Reports; • ALB Reports to OFMDFM; • Reporting on NICCY's Performance throughout the year; • Final PM&EF [Performance Management & Evaluation Framework] • MIS 	<ul style="list-style-type: none"> • Internal Audit report recommendations are implemented; • External Audit report recommendations are implemented/incorporated as necessary; • Progress against BP targets/areas of work - Quarterly Reporting.; • Staff Performance systems. 	<p>NICCY's Year 1 of Corporate Plan performance and impact is evident and satisfactory.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.3	<p>NICCY's Annual Report & Annual Accounts.</p> <p>Greater appreciation of the work of NICCY in fulfilling its legislative function and remit within effective use of financial resources.</p>	<ul style="list-style-type: none"> • Annual Report and Accounts produced; • Laying of same before the NI Assembly; • Dissemination. 	<ul style="list-style-type: none"> • Process plan for production of Annual Report & Accounts developed; • Accounts drafted as per required process; • Annual Report Input: SMT • Annual Report Draft produced including Accounts; • Drafting processes finalised • Submission/laid by required deadline. 	<p>Awareness of NICCY's work over the year under report and enhanced accountability to Stakeholders.</p>
8.4	<p>Annual Conference</p> <p>Enhanced profiling of NICCY's work and impact alongside increased Stakeholder engagement on same.</p>	<ul style="list-style-type: none"> • Annual Conference held on 20th November; • Event Publications; • Commissioner's Annual Speech (last year in office); • Keynote Speakers' input on Rights and Best Interests of C&YP; • Stakeholder Engagement. 	<ul style="list-style-type: none"> • Programme of Work Team established; • Action Plan/s produced; • Keynote Speakers confirmed; • Conference held; • Area/s of work progressed. 	<p>Conference held focusing on agreed areas of 'safeguarding and promoting the rights and best interests of our Children and Young People.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.5	<p>OFMDFM Review of the Office.</p> <p>Appropriate changes made to enhance the effectiveness of NICCY.</p>	<ul style="list-style-type: none"> Review carried out as per ToR; Report received from OFMDFM; NICCY responds – taking forward areas for action. 	<ul style="list-style-type: none"> Preparatory work undertaken by NICCY; Review is completed; Recommendations from the report are received; Response to recommendations; Appropriate actions pursued / implemented. 	<p>Periodic Review carried out and completed.</p>
8.6	<p>OFMDFM's response to NICCY's Article 24 report as per the Review of the Legislation.</p> <p>Enhanced protections for Children's and Young People's Rights and Best Interests in NI.</p>	<ul style="list-style-type: none"> Response received from OFMDFM; NICCY pursues agreed appropriate action in response to same. 	<ul style="list-style-type: none"> NICCY receives OFMDFM response to Article 24 Report; Response considered and addressed; Appropriate actions pursued / implemented. 	<p>Clarity in respect of legislation and powers contained therein – including removal of duplication and restrictive clauses;</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.7	<p>NICCY's performance in local, national and international arenas e.g.</p> <ul style="list-style-type: none"> ○ NI Assembly; ○ UK Government; ○ BINOCC; ○ ENOC; ○ EU Commission; ○ Council of Europe; and ○ United Nations. <p>Enhancing NICCY's profile, 'presence' and effectiveness within same.</p>	<ul style="list-style-type: none"> ● Papers / Submissions / Periodic Meetings / Briefings / Collaborative outputs / Liaison on relevant areas of work; ● Evidence sessions to NI Assembly Cottes; ● Inputs/advice e.g. PfG and upcoming series of elections. 	<ul style="list-style-type: none"> ● Through engagement on relevant issues/areas of work throughout NICCY's function and remit; ● Responses gained. 	<p>Increased awareness of NICCY in relevant arenas.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.8	<p>Corporate Governance</p> <p>Governance frameworks, structures and processes for decision making and accountability, controls and behaviours are combined to enhance the two elements which produce good governance i.e. the ‘Hard’ systems and processes and ‘Soft’ characteristics of effective leadership and high standards of behaviour (Nolan Principles).</p>	<p>Systems and policies reviewed as necessary/required e.g.</p> <ul style="list-style-type: none"> • Risk Management Policy; • Corporate Risk Registers, • Scheme of Delegation, • SMT ToR.; • Performance Management etc. 	<ul style="list-style-type: none"> • Relevant policies and systems identified for periodic review and updated; • Implementation of same. 	<p>Collective responsibility for enhanced effectiveness and efficiency across NICCY.</p>
8.9	<p>NICCY Youth Panel (NYP)</p> <p>Ensure NYP play a key role in advising NICCY.</p>	<p>Input and views provided by NYP as/when appropriate on relevant issues.</p>	<p>Records of meetings, input and views provided by NYP on issues that affect C&YP</p>	<p>NICCY Youth Panel contribute to / influence and participate in the work of NICCY</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.10	<p>Corporate Social Responsibility*</p> <p>Ensuring Value for Money via appropriate savings if/where possible.</p>	<ul style="list-style-type: none"> • Review Shared Services / SLAs; • Reviewing NICCY's 'environmentally friendly' policy and practice', • Review Mobile Device Policy and usage; • Continue to work with in-house 'Green Team' promoting energy saving ideas. 	<p>Updates where necessary to NICCY's</p> <ul style="list-style-type: none"> • 'environmentally friendly' policy and practice; • 'shared services'; • SLAs; • Mobile Device Policy and usage; etc. 	<p>Greater efficiencies introduced across NICCY as/where possible.</p>

Ref. No.	Area of Work (Longer term objective)	Projected Outputs	Projected Key Performance Indicators	Projected Outcomes (Year 1)
8.11	<p>OFMDFM: Appointment of New Commissioner (Jan' 2015).</p> <p>Smooth transition re' outgoing and incoming Commissioners.</p>	<ul style="list-style-type: none"> • OFMDFM recruitment process plan; • Transition plan in place in NICCY; • Induction plan in place for New Commissioner. 	<ul style="list-style-type: none"> • OFMDFM recruit new Commissioner; • Commissioner takes up post in timely fashion; • Induction plan implemented. 	<p>Smooth transition re' appointment of New Commissioner.</p>

* 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 moved to smaller premises during the previous corporate plan period 2011-14 (in October 2011) i.e. from Millennium House to Equality House and have, in collaboration with other Arms Lengths Bodies (ALBs), developed the sharing of services. Currently we do this across ICT, telephony and facilities management.