



**The Commissioner for Children and Young People for  
Northern Ireland**

**Annual Report and Accounts**

**For the year ended  
31<sup>st</sup> March 2008**



**Laid before the Northern Ireland Assembly under Commissioner  
for Children and Young People (Northern Ireland) Order 2003 by  
the OFMDFM**

**18<sup>th</sup> December 2008**

**NIA 43/08-09**



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## **DIRECTORS REPORT**

The Commissioner for Children and Young People for Northern Ireland (NICCY) is an executive non-departmental public body sponsored by the Office of the First Minister and Deputy First Minister. NICCY was established on 1st October 2003 under the Commissioner for Children and Young People (Northern Ireland) Order 2003.

These accounts are prepared in accordance with Schedule 2 11 (1) of the Commissioner for Children and Young People (Northern Ireland) Order 2003 and in accordance with the 2007-08 Government Financial Reporting Manual (FReM) issued by the Department of Finance and Personnel in Northern Ireland.

### **Principal Activities**

The Commissioner for Children and Young People for Northern Ireland's principal aim is to 'safeguard and promote the rights and best interests of children and young persons'. While the detailed powers are set out in the legislation, they may be grouped under three main areas as follows:

- Promoting children's rights - the Commissioner will be guided by the United Nations Convention on the Rights of the Child, an international agreement setting out how children should be treated and the rights that they have.
- Complaints and legal action - the Commissioner can deal with individual complaints from children and young persons, or their parents/ guardians about any services that impact on those under 18 years old (or under the age of 21 for those with a disability or leaving care).
- Research and enquiries - the Commissioner wants the Office to base all its work on helping children and young people on thorough research. The Commissioner has the power to undertake general enquiries into issues where she believes children and young people are being adversely affected. The Commissioner is also required to review the ways that those providing services for children and young people listen to complaints and take account of their views.

### **Important Events Occurring After the Year End**

There have been no significant events since the year-end, which would affect these accounts.

### **Results for the Year**

The results for the Commissioner for Children and Young People for Northern Ireland for the period are set out in detail on page 65. The net expenditure for the year ended 31<sup>st</sup> March 2008 was £1,867,605 following a credit of £22,931 in notional costs. This net expenditure resulted in a balance in reserves of £568,960 at 31<sup>st</sup> March 2008. Comparative to previous year ending March 31<sup>st</sup> 2007 Net expenditure £1,909,685, and credit of £26,107 in notional costs.



### **Fixed Assets**

Details of the movements of fixed assets are set out in Note 5 to the Accounts.

### **Research & Development**

The Commissioner for Children and Young People for Northern Ireland does not engage in any research and development activities as defined by UK GAAP.

### **Charitable Donations**

The Commissioner for Children and Young People for Northern Ireland made no charitable donations during the period.

### **Pensions Liabilities**

Staff Pension Liabilities are borne by the Principal Civil Service Pension Scheme (NI) – see Remuneration Report and notes 1.5 and 2(b) to the Accounts.

### **Payments to Suppliers**

The Commissioner for Children and Young People for Northern Ireland is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code.

Unless otherwise stated in the contract, payment is due within 30 days of receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later.

During the period 94% of bills were paid within this standard. (96.98% in 2006/07)

### **Disabled Persons**

The Commissioner for Children and Young People for Northern Ireland seeks to follow best practice guidance as set out in Disability Codes of Practice, on employment and the provision of services to disabled persons.

### **Equality of Opportunity**

The Commissioner for Children and Young People for Northern Ireland is committed to the provision of equality of opportunity and fair participation to all persons regardless of sex, marital status, religious belief, political affiliation/opinion, age, family status, ethnic or racial background, sexual orientation, disability, nationality or trade union membership.

The Commissioner for Children and Young People for Northern Ireland will, in all its actions, conform to both the letter and the spirit of the relevant equality legislation. The Commissioner for Children and Young People for Northern Ireland will provide equality of opportunity to all persons irrespective of whether or not there are legislative provisions in place.

### **Employee Involvement**

The Commissioner for Children and Young People for Northern Ireland encourages widespread consultation and exchange of information at all levels within the Office through staff and team briefings. NICCY has made a commitment to be an Investor in People accredited organisation.

### **Register of Interests**

An up to date register of interests is maintained by the Accounting Officer and is available for inspection at the Commissioner for Children and Young People for Northern Ireland offices in Millennium House, 17-25 Great Victoria Street, Belfast BT2 7BA.

### **Auditors**

The financial statements are audited by the Comptroller and Auditor General for Northern Ireland (C&AG) in accordance with the Government Resources and Accounts Act (Northern Ireland) 2001. He is head of the Northern Ireland Audit Office and he and his staff are wholly independent of the Commissioner for Children and Young People. He reports his findings to the Assembly.

The audit of the financial statements for 2007/08 resulted in an audit fee of £13,000 which is included in the Operating Costs within the Operating Cost Statement.

### **Disclosure of Audit Information**

So far as the Accounting Officer is aware, there is no relevant audit information of which the entity's auditors are unaware. The Accounting Officer has taken all steps that she ought to have taken to make herself aware of any audit information and to establish that the entity's auditors are aware of that information.

### **Offices of the Commissioner for Children and Young People for Northern Ireland:**

Millennium House  
17-25 Great Victoria Street  
Belfast  
BT2 7BA

### **Auditor:**

Northern Ireland Audit Office  
106 University Street  
Belfast  
BT7 1EU

### **Signed by:**



Patricia Lewsley  
Commissioner and Accounting Officer

## MANAGEMENT COMMENTARY

The Commissioner for Children and Young People for Northern Ireland has prepared this review in accordance with the Accounting Standards Board Reporting Statement: Operating and Financial Review. Following the spirit of the Reporting Standard, this Management Commentary shall focus on matters that are relevant to the interests of members. In the context of the Commissioner for Children and Young People for Northern Ireland, 'members' shall be all users of the accounts.

### The Commissioner

On 19<sup>th</sup> December 2006 Patricia Lewsley was announced as the second Commissioner for Children and Young People and took up appointment on 8<sup>th</sup> January 2007.

### Description of the Business

The mission of the Commissioner for Children and Young People for Northern Ireland (NICCY) is to:

*Safeguard and promote the rights and best interests of children and young people by listening to them and working with them to challenge and change the world in which they live.*

While the detailed powers are set out in the legislation, they may be grouped under the three main areas identified under 'Principal Activities' within the Director's Report. To ensure that NICCY meets the aspirations set out in our mission statement and succeeds in carrying out its functions and duties under the legislation, NICCY carried out a large scale research project in its first year, comparing Northern Ireland against the United Nations Convention on the Rights of the Child (UNCRC).

Following the identification of our priority areas, we set out 23 corporate objectives for NICCY from 2005 to 2008. These were developed using the Balanced Scorecard tool, with NICCY arranging them into the following quadrants:

- Our stakeholders (children, young people, parents and others)
- How we do things;
- NICCY staff; and
- Money.

This Balanced Scorecard forms the basis against which NICCY measures its performance and reports to Government.

Full details of our priorities and objectives are set out in NICCY's Corporate Plan 2005 to 2008, and the annual Business Plans, all of which are available on the NICCY website ([www.niccy.org](http://www.niccy.org)).

## **Corporate Governance**

NICCY has a Senior Management Team, comprised of Commissioner and CEO, Head of Legal and Complaints, Head of Research and Service Review and Head of Communications and Participation which meets on a monthly basis.

The Audit and Risk Committee, is an independent advisory committee with no executive functions. The Committee supports the Commissioner in discharging her role in relation to managing risk, internal control and corporate governance. The committee members Bob McCann, John Fenton and Hilary McCartan meet four times a year.

## **NICCY's Environment**

You can read more about the way NICCY works in our Corporate Plan 2005 to 2008, which is available to download at [www.niccy.org](http://www.niccy.org). It explains in more detail the context within which NICCY operates. However, the key aspects are as follows:

### *Legislative and Policy*

NICCY was established by the Commissioner for Children and Young People (Northern Ireland) Order 2003. The Order outlines NICCY's functions, duties and powers. A review of NICCY's legislation was also carried out and the recommendations from this are being considered. Copies of both the Order and the review of the legislation are available from our website ([www.niccy.org](http://www.niccy.org)).

Three other key areas of legislation, proposed legislation and policy initiatives will have a major influence on the lives of children and young people within Northern Ireland.

- The 10 year strategy for children and young people in Northern Ireland 'Our Children and Young People - Our Pledge' and associated Action Plan has been published by the Office of the First Minister and Deputy First Minister (OFMDFM) . While NICCY has welcomed the strategy, the action plan must be much more robust. We will work closely with Government to review how well this works.
- NICCY is monitoring the equality legislation being brought forward under a single Equality Bill. We will work closely with the Equality Commission and other statutory and voluntary organisations to ensure that children and young people's rights are fully protected within the legislation.
- Non Government has also indicated its commitment to a Bill of Rights for Northern Ireland. NICCY will work with colleagues in the Northern Ireland Human Rights Commission and the Non Governmental Organisation (NGO) sector to promote the full incorporation of the UNCRC in Northern Ireland legislation through the Bill of Rights. The outcome of the Bill of Rights Forum's discussions which began in December 2006 has now been submitted to the Northern Ireland Human Rights Commission.



### *Political and Administrative*

The suspension of devolved Government has had a significant impact on the agendas of many organisations, including our own. The Northern Ireland (St Andrew's Agreement) Act 2006 paved the way for the return of devolved powers and the beginning of a new type of engagement for NICCY with the political structures in Northern Ireland. The current Review of Public Administration (RPA) will have an impact on those organisations that deliver services to children and young people, especially in health and social care and education. We will use the opportunities this major review brings to promote the rights and best interests of children and young people in the services they need and seek to make sure any changes do not lead to children and young people being disadvantaged.

We have continued to develop relationships with our fellow Commissioners in England, Scotland, and Wales to develop a clear agreement on our roles and responsibilities. Along with these Commissioners and the Children's Ombudsman in Ireland, we are part of the British and Irish Network of Ombudsmen and Children's Commissioners (BINOCC). This group meets independently but is also a sub-committee of the European Ombudsmen for Children (ENOC), of which we are a member. Further information about the role of this group can be obtained on its website, [www.ombudsnet.org](http://www.ombudsnet.org).

NICCY has also developed memoranda of understanding with a range of key bodies with whom NICCY must establish formal relationships. NICCY continues to develop memoranda of understanding with other statutory, inspectorial and monitoring bodies.

### *Economic and Social*

Poverty remains one of the main reasons why many children and young people don't always achieve many of their rights under the UNCRC. We want our work to highlight and challenge the effects of poverty on our children and young people and we will continue to seek improvements.

Demonising and negative stereotyping continues to be a major issue for children and young people in Northern Ireland. This has been highlighted in the UK Commissioners joint report to the United Nations Committee on the Rights of the Child which will examine the UK's progress on promoting and safeguarding children's rights across the 4 UK jurisdictions later this year.

Social exclusion, arising from sectarianism, racism, homophobia and discrimination against those with a disability, is a significant factor in children and young people's lives in Northern Ireland. We want to ensure that a consistent and co-ordinated effort is made across the statutory, public, voluntary and private sectors to make children's lives better.

NICCY has a clear duty to advise and where appropriate challenge government and other statutory agencies when policy, legislation and services are ineffective or inadequate.

### *Value for Money*

NICCY welcomes the developments in public sector governance arrangements. These guide our management activities. We use these to minimise risk and ensure effective controls throughout the organisation. NICCY will make further changes to the way we provide services, organise ourselves and are accountable.

### *Finance and Resources*

NICCY receives £1.722 million as grant-in-aid from the Office of the First and Deputy First Minister. The current staffing structure comprises of 26 staff and 4 of which are secondees. We will continue to work closely with OFMDFM to make sure the level of resources are fit for purpose and enable us to deliver our priorities as outlined in our new Corporate Plan 2008-2011.

## **Participation with Children and Young People**

NICCY's legislation requires that we encourage children and young people to participate – this means having a say in the decisions that affect their lives; having a say in day-to-day activities such as school; and, having a say in society in general.

Throughout 2007/08 the Participation staff, have been working with children and young people to help realise that goal. The team met with nearly 8,500 children and young people throughout the year including almost 900 from hard to reach groups. At these meetings the work of NICCY and the United Nations Convention on the Rights of the Child (UNCRC) were explained and discussed.

Staff rolled out NICCY's Democra-School Guidance on developing school councils in 20 schools. The guidance was supplemented by posting additional resources on [www.niccy.org](http://www.niccy.org).

In addition, the team supported the personal and skills based development of the NICCY Youth Panel. The Youth Panel (NYP) is currently made up of 25 young people from throughout Northern Ireland who advise the Commissioner on issues affecting young people and contribute to the overall work of the Commissioner's office.

In the 12 months covering the report, members of the Youth Panel were involved in a wide range of NICCY activities including peer research; sitting on research steering groups; participation in project planning; being part of NICCY's ethics committee, and importantly, developing their own skills and awareness. The NYP played a pivotal role in recruiting staff at NICCY - receiving training, sitting on interview panels and having an equal voice in the selection process.

The Participation team supported the Youth Panel to help develop skills and their personal capacity through working with them on projects, including writing, filming, directing and taking part in a multimedia project. This produced a DVD of NICCY's

work that will be released later in 2008. Members of the panel were also supported in giving evidence to the 'Good Childhood Inquiry' in London.

During the year we made sure that members of the Youth Panel and other children and young people had the opportunity to speak to Government ministers directly. Ministers also joined young people at some of NICCY's events.

To help make sure the NICCY Youth Panel works well for both its members and the organisation we commissioned an independent review of how it operates. We look forward to implementing the recommendations and delivering on the exciting challenges that lie ahead as NICCY strives to maximise children and young people's participation within its own office. We will do this by increasing NYP involvement and contact with staff including exploring youth governance.

Reaching out to children and young people, close to where they live, is an avenue of communication the team has been further developing across Northern Ireland. Our outreach services in L'Derry, Ballymena and Newry means Participation Officers can operate close to local schools, youth groups and other organisations to reach children first hand and then feed their views back to the Commissioner. We aim to explore how we can develop exciting new ways to cement and build upon our regional work in the forthcoming year. We will also look at how best we can make sure the Commissioner uses this feedback to guide the work and make changes.

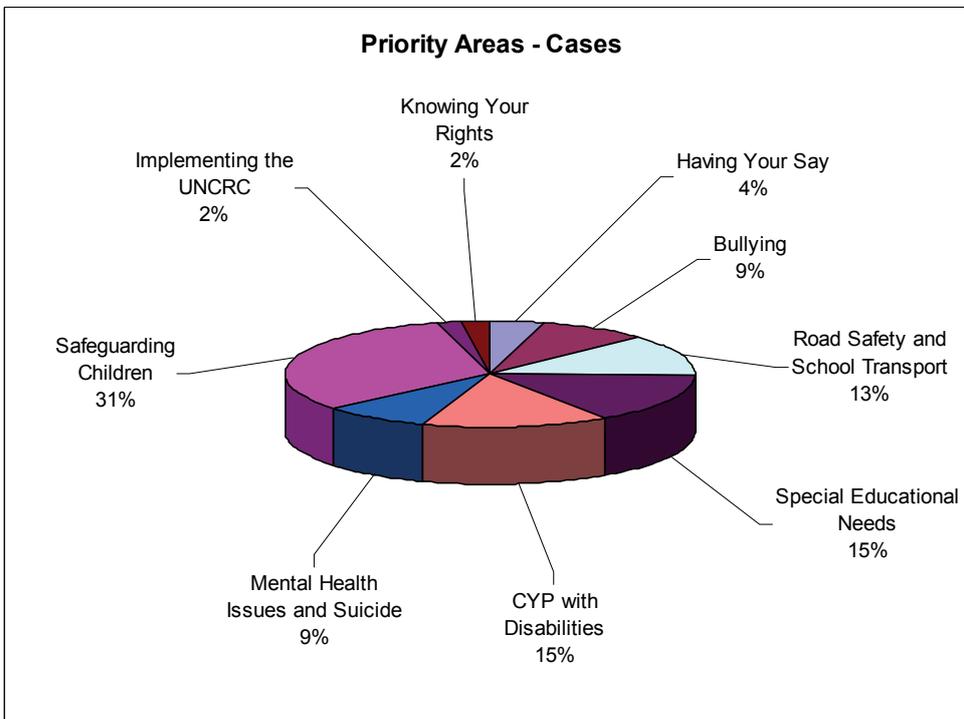
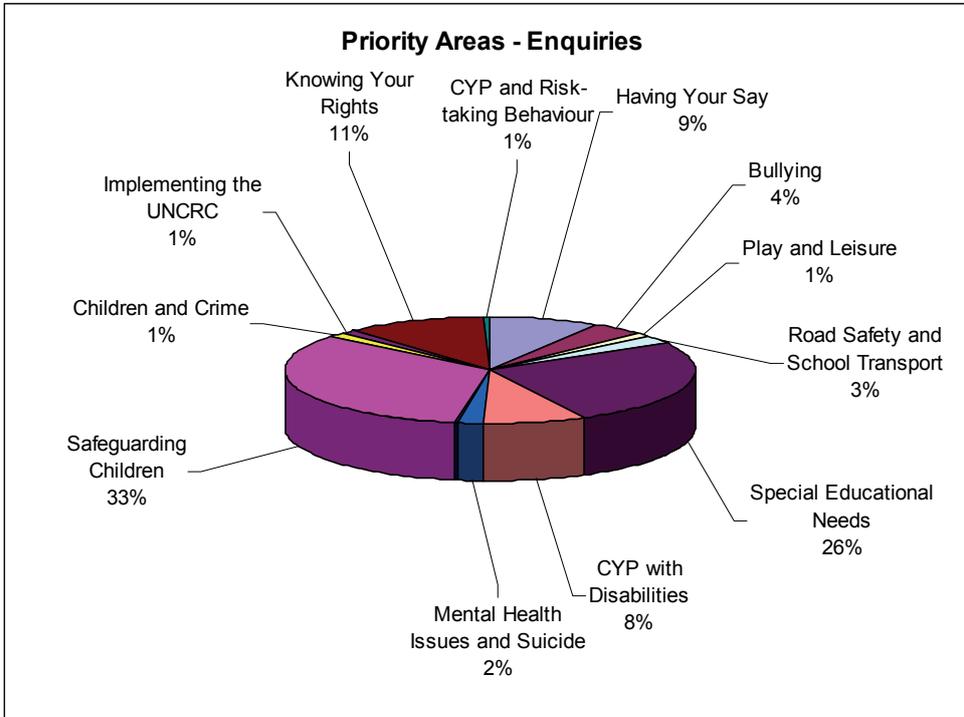
During the year our Participation Officers worked with over 100 different school and youth groups. They were also involved in supporting statutory organisations develop good participation practice, increasing their levels of youth participation, developing terms of reference and providing training for staff and young people. One example of this saw the team complete an innovative pilot project to support the development of Police Service of Northern Ireland (PSNI) Independent Advisory Groups (IAG). These groups now help young people explain to the Police Service the problems and issues they face when dealing with the police and help shape local policing plans. The project was evaluated and recommendations delivered to the PSNI to encourage development, resourcing and mainstreaming across the whole of the PSNI.

This example like many other aspects of the work of the Participation team shows the positive contribution that can be made by making sure that children and young people have a voice in the decisions that affect their lives.

We will continue to have discussion with key people and develop strong partnerships to make sure participation of children and young people is embedded in new Government structures.

## Legal and Complaints

Below are two pie charts which show enquiries and cases we have worked on, on behalf of children and young people.



Following on from the previous year, the Legal and Complaints team retained their Lexcel accreditation. Lexcel is an independently assessed quality mark developed for the legal profession and reflects the high levels of professionalism that NICCY has continued to demonstrate throughout the year.

Below are four examples of work we have undertaken on behalf of children and young people on a wide range of issues.

### **Ending the wait**

NICCY was contacted by a Consultant who was treating two children, both of whom were severely disabled. The Consultant was concerned that a relatively small piece of equipment, a seat for a hoist which was used to move the children from their beds to the bath, had not been provided to the family. When NICCY spoke to the children's mother, we discovered that she had been trying to get this piece of equipment for three years! She had been told by the Housing Association that the company that made the seats had gone out of business. She had been so busy caring for her children's needs, she did not know that there was anyone who could help her to get this adaptation to their home.

NICCY contacted the Housing Association and the Occupational Therapist service. A guarantee was eventually given that the equipment would be installed with no further delay. This made a real difference to the quality of the everyday life of the children, and those who cared for them.

### **Back to School**

This case involved a 9 year old boy with severe epilepsy and complex medical needs. He had settled well at school, but unfortunately one summer his health deteriorated and he had many admissions to hospital. He also had behavioural difficulties. Because of these factors it was decided that he needed a full-time healthcare assistant in order for him to be able to return to school. This was not available, and he was therefore at home full-time, with no respite. He was missing school and his friends. As having healthcare assistants in schools was new, there was confusion about responsibilities to employ, fund and manage this support.

NICCY had discussions with the Health and Education authorities, to help resolve any issues in the best interests of this young person. A meeting was then held, following which arrangements were put in place for the young person to start back to school with a full-time healthcare assistant with him. He was delighted!

### **Staying Together**

NICCY was contacted by a Foster mother, who had been caring for two brothers for three years. She described the children as happy and settled, but that recently Social Services had suggested that the younger boy be put forward for adoption, and the older one stay in foster care. The older boy wrote a letter to NICCY, saying that no-one had spoken to him or his little brother about this suggestion. He said it had come out of the blue, that it made them feel very worried, and that they wanted to stay together. He said that apart from the foster parents, he felt that all he and his brother had was each other.

NICCY was concerned that the children's voices were not being heard, despite the efforts of their foster carers. The children had no Guardian representing them, so NICCY contacted Social Services and made sure the older boy's views were heard. The boys were then visited and spoken to, and the suggestion to separate them was not proceeded with by the Adoption Panel, as it was seen to not be in their best interests.

### **Giving Children a voice**

NICCY was contacted on behalf of a large number of children and young people, who had heard that the Council was thinking of closing their local park down and selling it for development. NICCY went to meet the children at the park. They all had something to say about it, and told how they went there every day after school, over the weekend and all summer. Lots of the children did not have gardens to play in, so the park was very important for them to play in and to see their friends. They also said they loved the green space, birds and the wildlife there.

No-one had thought to speak to all the children who used the park, or to ask them what they thought.

NICCY wrote to the Council, putting in the letter everything that the children wanted to say. We asked the Council were they going to speak to the children and young people, as they would be the people most affected by a decision to close the park.

The Council then agreed to carry out a Consultation, and to visit the local schools and speak to all the children there. The Council came up with a new proposal after the consultation, which was to create a new purpose-built playground within a few 100 metres of the old one. In NICCY's response to the Consultation, we asked that the old one be kept open until the new one is built. But the young people got to have their say!

### **Research, Policy and Service Review at NICCY**

Research is an important part of NICCY's work to inform, influence and challenge Government on where legislation, policies and practice with children and young people does not achieve the standards set down in the Convention on the Rights of the Child. It also enables us to highlight good practice and to recommend improvements in the interests of children and young people.



This year saw the Research, Policy and Service review team undertake a major review of children's rights in Northern Ireland. As part of this work we spoke directly to 2000 children and young people and received feedback through questionnaires from 300 children and young people.

This fieldwork formed part of a wider review of legislation, policy and literature on children's rights. Part of this review was commissioned through external research and sought to identify where laws and practices have changed since our first review of children's rights in 2004. Staff are currently in the process of reviewing all data gathered directly from children, young people, parents, voluntary and community sector staff alongside the evidence from the secondary research to present an overall critique of children's rights in Northern Ireland. We aim to finalise the writing of the report in the Autumn of 2008 and launch the report early in 2009.

Other key research reports produced during the year, had the specific aim of influencing improvements to policy and practice affecting children and young people in Northern Ireland. These included a review of Advocacy arrangements for disabled children with complex needs. It is a requirement of the Commissioner (article 9 of the NICCY Order) to undertake reviews of advocacy arrangements for children and young people. Much concern was expressed about the needs of disabled children living in Muckamore hospital, and because of this and other concerns about the absence of some-one speaking out for disabled children, NICCY commissioned this review. Recommendations have been delivered to the Minister of Health, Social Services and Public Services and NICCY will continue to pursue these in order to improve outcomes for those children who need someone to advocate on their behalf.

Another area where the Commissioner felt children's rights were not being honoured by the government is in the area of Traveller Education. This issue was raised in the concluding observations of the Committee on the Rights of the Child in 2002. NICCY alongside the Equality Commission for Northern Ireland (ECNI) therefore sought to review current arrangements and commissioned work with Traveller children, parents and providers of education to examine if the system had improved. Unfortunately the findings of this review demonstrated that Traveller children still face discrimination and poor educational outcomes. Meetings have taken place with the Minister for Education and departmental officials to put in place remedial action as a matter of priority.

The return of devolution has offered a real opportunity to influence the priorities and budgets of the Northern Ireland Assembly. In July 2007, NICCY, in partnership with the Department of Finance and Personnel (DFP) and OFMDFM, published a report highlighting expenditure on children's services in Northern Ireland in Health, Social care, Education and Housing. There were opportunities for comparisons with other UK jurisdictions, for example in Northern Ireland, we spend £226 less per child on personal social services than in Scotland. NICCY has examined the Programme for Government and Budget very closely to see how the Government intend to improve outcomes for children and young people through a range of methods including where appropriate greater allocation of resources.



The NI Executive has a target of reducing child poverty by 50% by 2010 and eradicating it by 2020. NICCY made a written and verbal submission to the Committee of OFMDFM on child poverty.

As stated above the purpose of research and review work is to gather evidence from a range of sources, most particularly children and young people to influence changes to legislation, policy and practice. Policy work also encompasses responding to consultation reports, this year we responded to 43 documents and met a range of officials and policy makers to ensure that new policies had a children's rights focus. To ensure our responses are making a difference we commissioned a review of the effectiveness of NICCY's consultation responses. The report into the findings can be found on our website. As a result of this evaluation we have streamlined how we respond to consultations, have developed criteria for responding and plan to review our Children's Rights Impact Assessment (CRIA) tool.

In addition we developed policy positions on child poverty, road safety and sexual health, all of which have been presented to the relevant committees of the Northern Ireland Executive.

Later in 2008 the Commissioner will join with the other UK Children's Commissioners to tell the United Nations Committee on the Rights of the Child about the state of children's rights across the country. In advance of the presentation the Commissioners have developed a joint report on the performance of the UK Government and devolved Administrations. You will be able to view the report on our web site.

All of NICCY's research and review work is supported by clear ethical guidance. To monitor this NICCY established an Ethics Committee, which checks that our work is both ethical and protects children and young people from risk. Members of NICCY's youth panel sit on a shadow ethics committee and on the main committee to guide all research work from an ethics perspective.

## **Communicating at NICCY**

Throughout the year NICCY continued to fulfil its legislative duty to promote the work of the Commissioner, influence attitudes on children and young people, and make sure that Government was challenged to improve services to the 500,000 children and young people the office works on behalf of.

One of NICCY's largest and most significant pieces of work in 2007-08 was the 'Ur Voice' Consultation. It will play a central role in shaping our work over the next three years. The outcomes of the Consultation will help us identify and prioritise the issues we will focus on and where we can make real differences to the lives of children and young people. We used an integrated approach which made sure people could have a say via post, email, online, or in the many face-to-face workshop sessions. By using this variety of communications tactics we received almost 2,000 responses from children and young people, parents, carers and professionals.

The commitment across the office to make sure children and young people have a say in the decisions that affect their lives was reinforced when our Democra-School Guidance on school councils was launched. Attended by then Minister for Education, Maria Eagle, the event was hosted by members of the NICCY Youth Panel. On the day 20 schools received the guidance, which was then circulated to every school in Northern Ireland.

We once again ran our Schools Awareness Campaign, undertaking a range of awareness building activities targeted at schools. A key focus of this was to make sure every Year 8 pupil and pupils at special schools received information on NICCY when they started post primary education in September. This info pack included a NICCY key ring with office contact details for each pupil and NICCY posters with information on the work of the office for display in class rooms and notice boards. These initiatives are part of our continuing efforts to make sure children, young people, their parents and carers are aware of the office and what we do.

With the return of devolved powers increased effort was made to communicate, engage and influence elected members of the Assembly. This included presentations to Assembly committees, working groups and individual members. As part of this process we helped members of the NICCY Youth Panel attend a party political conference to present the views of children and young people directly to elected representatives.

The media interest in the work of the Commissioner remained high, with communication staff proactively contacting media outlets. More than 100 media releases and statements were issued. This resulted in the Commissioner completing 81 media interviews for a variety of broadcast outlets.

News stories about NICCY's work were carried in almost all of Northern Ireland's newspapers, with 95% of the coverage positive.

We supported the work of the office in several areas, including the launch of reports and the preparation and publication of three policy papers. In addition, key messages surrounding NICCY's legal challenge on Physical Punishment were communicated to the media and other key audiences.



Online, NICCY's website continued to attract considerable visitors, with an increase of 35% on the previous year, including one month which saw more than 21,000 unique visitors to the site. More than a thousand documents were downloaded from the site each month.

In preparation for the presentation of a UK-wide report to the United Nations Committee on the Rights of the Child, NICCY staff were key members of a UK-wide Communications team.

UN Children's Day was marked in October when NICCY, together with partner organisations, brought together 108 young people to the steps of Parliament Buildings, Stormont, to tell Ministers and MLAs that there should be a Youth Assembly. After this Ministers committed to look at ways to allow young people more ways to have a say.

The success of NICCY's efforts to continually improve how we communicate was acknowledged with two, Chartered Institute of Public Relations Gold Awards and the UK Institute's President's Grand Prix Award for Outstanding In-House PR Team.

### **Corporate Services supporting NICCY**

During 2007/08 NICCY's Corporate Services team continued to develop policies, procedures and systems to support the work of the office.

In particular we consolidated the effective governance arrangements, which had set in place internal audit procedures and an independent provider of internal audit services. This involved maintaining and further developing an effective Audit and Risk Committee whose members continue to provide independent oversight of the activities, and supports the Commissioner in discharging her role in relation to managing risk, internal control and corporate governance. In addition, NICCY's annual accounts are audited by the Northern Ireland Audit Office and there is an oversight of the office by our sponsoring department the Office of the First Minister and Deputy First Minister.

We remain committed to being accountable for, and demonstrating value for money, in our work on behalf of children and young people.

As part of NICCY's culture of making sure that the views of children and young people are taken into account, our recruitment panels are comprised of children and young people from the youth panel who have undergone recruitment and selection training. Recruitment panels are also supported by independent advisors.

We believe it is important to offer placement opportunities to young people who wish to gain an insight into the work of the Commissioner and develop their own skills in research, complaints work, participation, public affairs and media. We had 10 people take this opportunity over a period of days, weeks and months, depending on the needs of the young person.

In terms of internal policies, the NICCY Corporate Services team take the lead on a number of policies. We provide an update at monthly staff meetings, as well as an introduction and explanation of new policies. During 2007/08 we reviewed three policies affecting the work of the office. As part of our programme to encourage excellence and support staff development, our performance appraisal programme was reviewed and updated.

In line with the ethos of the organisation to be family-friendly, Corporate Services provided support for staff seeking more flexible working arrangements.

As an organisation we recognise the stresses and strains on staff and to support employees we offer an employee assistance programme through Care Call. It also provides training on stress management on request to NICCY staff.

During 2007/08 NICCY continued to develop policy and practice relating to all aspects of safeguarding children. In keeping with The Protection of Children and Vulnerable Adults (POCVA) requirements all staff employed in a paid or unpaid capacity undergo POCVA checks and induction familiarising them with NICCY's child protection policies.

Over the course of the year, NICCY through its day to day work with children and young people received 34 disclosures of a child protection nature. These were dealt with and appropriately referred on to the relevant authorities by designated child protection officers, in line with Regional Child Protection procedures.

NICCY's child protection policy was scrutinised by the Audit and Risk Committee and reviewed in light of theirs and staff's recommendations. All new staff attended a two day child protection training programme and all NICCY staff attended an annual training event tailored to the needs of the organisation. This reviewed signs and symptoms of abuse, referral procedures and new POCVA arrangements. The child protection policy is reviewed on a regular basis to ensure it remains up to date and addresses any emerging issues.

Other areas of work undertaken by the team include the operation of NICCY's financial systems and reporting. In addition we lead on meeting IT needs and making sure standards, in dealing with suppliers, are maintained in line with Government purchasing requirements.

NICCY received seven Freedom of Information (FOI) requests during 2007/08. A response was sent to each request within the required timeframe.



NICCY is committed to equality of opportunity, and has demonstrated this in the ongoing training provided to all staff. Eighteen out of 26 staff were trained in Section 75 during 2007/08. All staff will be trained in 2008/09 and an Annual Report will be submitted to the Equality Commission in 2008.

NICCY also continued to develop its Disability Action Plan by ongoing awareness training, and will submit an Annual Report to the Equality Commission on its progress.

During the year NICCY did not receive any formal complaints against the office.

### **Review of the Office**

A review of the Commissioner's office must be carried out every three years, according to Article 24 of the NICCY Establishing Order. This review examined whether there was a need for an office and reviewed its activities in its first three years. We are pleased the report concluded there is a continuing need for a Commissioner. The report also concluded that NICCY had achieved most of its objectives, and set out recommendations to further improve our work. NICCY's management team will work through these recommendations in 2008-09. As part of the requirements set out in the NICCY legislation, NICCY will work with colleagues in Government to agree and prioritise the implementation of these recommendations. In addition we will work with Government on the recommendations in the review of our legislation. On 21<sup>st</sup> November the Commissioner appeared before the Committee of the First Minister and Deputy First Minister to present the Review. The Committee acknowledged the review's findings and importantly, confirmed the need for a Children's Commissioner's office.

### **Risks Facing NICCY**

The Statement on Internal Control sets out our risk management process within NICCY and the actions taken in the year 2007/08 to embed this within the organisation. As stated above the NICCY Audit and Risk Committee whose membership is drawn from external representatives, has a major governance role in relation to audit and risk factors involved in the work of the Commissioner.

NICCY's Corporate Risk Register identifies 11 risks across the four quadrants of the Balanced Scorecard, which is used for our business planning. Four of the risks identified are strategic risks; examples include the impact of impairment of reputation on NICCY's objectives, the risk of impairment of NICCY's independence, and the risk of failing to fulfil the statutory duties within the legislation, with a further risk of legal sanction. The Corporate Risk Register identifies seven operational risks; examples include child protection issues, judicial review of a decision not to provide financial assistance, and insufficient resources to carry out activities within the Business Plan. The register also details the controls that are in place to manage these risks; these controls along with the risks are reviewed and updated on a regular basis.



NICCY operates within a dynamic environment and therefore regularly reviews this risk register with the help of the Audit and Risk Committee, to make sure all risks are identified and effectively managed.

The Commissioner for Children and Young People for Northern Ireland is a Corporate Sole. She has a Senior Management Team (SMT) consisting of the Commissioner, the Chief Executive, the Head of Research, Policy and Service Review, Head of Communications and Participation, Head of Legal and Complaints. SMT's primary purpose is to provide leadership, vision, continuity of purpose, and accountability in taking forward and delivering the mission of the Office of the Northern Ireland Commissioner for Children and Young People.

NICCY has four reference groups to provide advice and support in key areas, as follows:

- A Youth Panel with 25 young people from across Northern Ireland; this panel acts as a representative consultation committee to provide the Commissioner with views and opinions of children and young people within Northern Ireland. Members are aged between 12 and 21 and represent different backgrounds and abilities.
- An Audit and Risk Committee, formed in April 2006 with three non-executive members, who were appointed by open recruitment. The primary role of the Committee is to independently contribute to the overall process for ensuring that an effective control system is maintained.
- An Ethics Committee, with three independent advisors, and two young people from NICCY's Youth Panel. The role of the Committee is to ensure all research and service reviews meet minimum ethical standards and are carried out following best ethical practice. Over the course of the last year NICCY's ethical guidance was reviewed in light of experience and practice.
- The Non Governmental Organisation (NGO) forum which allows the Commissioner to hear the views and issues raised by these organisations as they work with children and young people. It is also an opportunity for the Commissioner to update the NGO sector on the work she is doing.

## **Relationships**

### *Reputation*

We continue to enhance our reputation within Northern Ireland, the UK and further afield. The Commissioner and the Senior Management Team believes that this is important to NICCY's ability to carry out its work. NICCY monitors its reputation by listening to children and young people when they tell us their views. We listen to employees' opinions, and we monitor how we are reported and what people say about us in the media, as well a variety of other public forums.

### *Children and young people*

Children and young people are central to the work of NICCY. NICCY's Youth Panel is a sounding board and focal point for a range of activities including employee recruitment, our participation work, and steering groups for our research projects.



We regularly review how we work with the Youth Panel so that we can continually improve how we work and engage with them.

We also carry out evaluation surveys on NICCY and the UNCRC Awareness Training that we provide to children and young people in schools and groups across Northern Ireland. We also monitor the opinion of young people on a range of issues on our website. During the year we had face to face contact with 8000 children and young people and raised awareness of NICCY and the UNCRC. We use this contact not only to get feedback on issues facing children and young people, but also on how to improve our participation services.

### *Employees*

NICCY continued to develop and expand its range of employee policies and procedures to ensure effective management and development. NICCY aimed to recruit and retain the best people, with a diverse range of skills, experience and backgrounds, people who are committed to making NICCY successful. NICCY has recently committed to achieving Investors in People accreditation to ensure that staff skills are developed to their full potential. NICCY is also committed to supporting staff in achieving a healthy work-life balance. To this end, NICCY achieved Employers of Choice accreditation. This was achieved through a series of staff consultations, addressing concerns raised and resulted in improved internal communication. During 2007/08 we have had a high turnover of staff. This had an impact on our ability to deliver against the objectives set in the business plan for this year. We recognise the need to replace staff as quickly as possible and have started a recruitment process for those posts vacated during 2007/08.

### *Statutory and Non Governmental Organisation bodies*

NICCY maintains a good working relationship with its sponsoring body, the Office of the First Minister and Deputy First Minister. This is through quarterly liaison meetings and other meetings and discussions as required. NICCY recognises the importance of learning and sharing good practice from other Children's Commissioners and Ombudsmen. We are therefore a member of the British and Irish Network of Ombudsmen and Children's Commissioners (BINOCC), and the European Ombudsmen for Children (ENOC). NICCY has also developed relationships with other statutory and NGO bodies, and Memoranda of Understanding with relevant statutory agencies. NICCY staff attended the second annual BINOCC Staff Conference in London in November 2007. This brought together staff from five Commissioner's offices to discuss best practice and ways to work together. The Commissioner and Chief Executive also represented NICCY at a number of European level meetings.

## **Social, Environmental and Ethical Policies**



NICCY is committed to improving the lives of children and young people within Northern Ireland. Children and young people comprise almost a third of the population within Northern Ireland. Taking into account this number, and the number of parents whose lives may be affected by improvements in their child's life, NICCY has a far-reaching role in improving social well-being. NICCY also works on an operational level to improve the skills of young people within the workplace, by offering work placements and work shadowing within NICCY itself.

NICCY is committed to preventing pollution, minimising waste and maximising opportunities to re-cycle and re-use resources. NICCY's objectives for 2007/08 included the development of an Action Plan as part of Government's Sustainable Development Strategy. This Action Plan featured a range of approaches whereby NICCY developed and implemented practical actions which demonstrated our clear commitment to the reduction of waste and pollution and the increase of re-cycling. As an initial approach, we now re-cycle paper, toners and cardboard where possible, and also operate a 'no smoking' policy. Where possible we use carbon neutral paper and printing processes when printing publications.

### **Future Trends and Factors**

There is a range of factors, both short and longer term that will have an impact on the future development of NICCY. These include:

- The development of work under our new Corporate Plan 2008-2011 and our 2008/09 Business Plan;
- Devolution of powers to the Northern Ireland Assembly in 2007; this has enabled the Commissioner to directly advise locally elected Ministers and representatives of the Northern Ireland Assembly on the adequacy of laws, policies and practices as they relate to children and young people in Northern Ireland.
- Concluding Observations delivered by the Committee on the Rights of the Child;
- The impact of the Comprehensive Spending Review on services that affect children and young people;
- The implementation of the Review of Public Administration, which may lead to changes in the quality of services provided to children and young people;
- The challenge of how best we utilise new and emerging technology to communicate and involve children and young people in our work;
- The impact of the Ten Year Strategy and Action Plan;
- The challenge for Government to meet its target to reduce child poverty by 2010.

### **Financial Result**

NICCY drewdown £1.722 million of their allocation from its sponsoring body for the year 2007/2008. NICCY had expenditure for the year ended 31st March 2008 of £1,890,536. During the year NICCY returned £175,000 of funding to OFMDFM as this was deemed surplus to its requirements.

### **PERFORMANCE AGAINST BUSINESS OBJECTIVES FOR THE YEAR 2007-08**



To help readers understand how we have worked to achieve our set objectives we have reproduced our corporate objectives and associated actions. For clarity we have used a 'traffic light' system to indicate our progress against our objectives:

- **Green indicates that the corporate objective has been completed**
- **Amber indicates that the objective was partially completed**
- **Red shows that the objective has not been met**
- **Blue that the objective represents ongoing work**

1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<p><b>1.1</b>            Listen to and encourage the active involvement and engagement of C&amp;YP and their parents</p> <p>Promote awareness of our work and develop and maintain effective relationships with key organisations</p>	<p><b>1.1 A</b>            Develop and maintain a range of formal and informal links with statutory service providers, voluntary and community organisations and groups across Northern Ireland</p>	<ul style="list-style-type: none"> <li>• <b>20 Key Note speeches delivered</b></li> <li>• <b>40 media interviews complete</b></li> <li>• <b>Media opinion is positively influenced by NICCY's response to requests for information</b></li> <li>• <b>Target 200+ recipients of e-zine per quarter</b></li> </ul>



1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<p><b>1.1</b>            Listen to and encourage the active involvement and engagement of C&amp;YP and their parents</p> <p>Promote awareness of our work and develop and maintain effective relationships with key organisations</p>	<p><b>1.1 B</b>            Raise awareness of NICCY, Children's Rights and the UNCRC by providing general information and, where appropriate, training to a range of children and young people and, where appropriate to parents / parents groups</p> <p><b>1.1 C</b>            Develop NICCY's role within the Participation Network and the Big Deal Participation Programme</p>	<ul style="list-style-type: none"> <li>• <b>Awareness of rights raised through 8000 contacts including</b> <ul style="list-style-type: none"> <li>○ <b>500 in early years / criminal justice system</b></li> <li>○ <b>800 C&amp;YPs with special educational needs (10%of total)</b></li> <li>○ <b>3000 C&amp;YPs/ Adult contacts as part of children's rights research/ consultation on corporate plan.</b></li> </ul> </li> <li>• <b>Satisfaction levels amongst C&amp;YP and where appropriate, parents, are high (&gt;85%) as measured by survey.</b></li> <li>• <b>Support the development of rights based participation guidance and participation training</b></li> </ul>



<b>1. Our Stakeholders</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>1.1</b>            Listen to and encourage the active involvement and engagement of C&amp;YP and their parents</p> <p>Promote awareness of our work and develop and maintain effective relationships with key organisations</p>	<p><b>1.1 D</b>            Develop and maintain the NICCY website and expand the UNCRC section to include the NICCY Resource Pack</p> <p><b>1.1 E</b>            Review NICCY's position on communicating through new emergent technologies</p>	<ul style="list-style-type: none"> <li>• <b>Increase number of visits to website by 5% on the 06/07 baseline</b></li> <li>• <b>Establish a baseline for number of visits to the UNCRC section</b></li> <li>• <b>Review undertaken and NICCY position agreed</b></li> <li>• <b>Decision on use of Commissioner blog agreed</b></li> </ul>



<b>1. Our Stakeholders</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>1.2</b>            Influence and improve the law, policy and practice relating to Children and Young People</p> <p>Develop and evaluate a programme of service reviews &amp; investigations using agreed criteria</p>	<p><b>1.2 A</b>            Prepare shadow UK report to the UN Committee on the Rights of the Child</p> <p>Elicit, support &amp; guide C&amp;YPs responses to consultation documents as required</p>	<ul style="list-style-type: none"> <li>• Northern Ireland report prepared by November 2007</li> <li>• Joint BINOCC report prepared and submitted by date agreed by UN</li> <li>• Children and young people are supported to respond to consultations as measured by survey</li> <li>• Communication support provided across range of media including NICCY web site</li> </ul>



1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<p><b>1.2</b>            Influence and improve the law, policy and practice relating to Children and Young People</p>	<p><b>1.2 B</b>            Influence policy, law and practice through targeted consultation responses relating to children and young people</p>	<ul style="list-style-type: none"> <li>• <b>Guidelines developed deciding on whether to respond to consultations</b></li> <li>• <b>100% of documents requiring response responded to within timeframe</b></li> <li>• <b>All responses UNCRC compliant</b></li> <li>• <b>All key recommendations accepted</b></li>   <li>• <b>Evaluation complete</b></li> </ul>
<p>Develop and evaluate a programme of service reviews &amp; investigations using agreed criteria</p>	<p><b>1.2 C</b>            Evaluate the effectiveness of NICCY Consultation responses</p>	



1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<p><b>1.2</b>            Influence and improve the law, policy and practice relating to Children and Young People</p>	<p><b>1.2 D</b>            Promote and communicate policy recommendations on:</p> <ul style="list-style-type: none"> <li>- Safeguarding/Vetting</li> <li>- Sexual health</li> <li>- Mental Health</li> <li>- Bullying</li> <li>- Aspergers</li> <li>- Disability</li> <li>- Physical Punishment</li> <li>- Travellers</li> <li>- Complaints review</li> <li>- Budget for C&amp;YPs</li> <li>- Speech and Language Therapy</li> <li>- School Councils through evidence based responses</li> </ul>	<ul style="list-style-type: none"> <li>• <b>All recommendations arising from each piece of work made and delivered to appropriate authority</b></li> <li>• <b>All recommendations are actively considered, debated and key recommendations are accepted by key stakeholders incl. C&amp;YP</b></li> <li>• <b>Key responses include the voice of Children and Young people accessed by NICCY through its Youth Panel and other participatory frameworks</b></li> <li>• <b>Policy positions updated and communicated via media &amp; NICCY website</b></li> </ul>



1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<p><b>1.2</b>            Influence and improve the law, policy and practice relating to Children and Young People</p> <p>Develop and evaluate a programme of service reviews &amp; investigations using agreed criteria</p>	<p><b>1.2 E</b>            Develop common policy and participation initiatives through the British and Irish Network of Commissioners in relation to UK wide issues affecting children and young people.</p> <p><b>1.2 F</b>            Develop, pilot and evaluate child impact assessment tool for use both internally and externally.</p>	<ul style="list-style-type: none"> <li>• Collaborative papers produced on 2 key areas affecting children across jurisdictions by Q3</li> <li>• Support “BINOCC Participation Week” by Q4</li> <li>• Links with Welsh Assembly Participation Unit and “Funky Dragon” in Wales</li> <li>• Tool developed and piloted by Q2 and revised by Q4</li> </ul>



1. Our Stakeholders		
Corporate Objective	Actions	Measure of success & target
<b>1.3</b> Conduct formal investigations under articles 9, 10 and 12 of the NICCY Order	<b>1.3 A</b> Undertake (a) formal investigation(s) as required	<ul style="list-style-type: none"> <li>• <b>Compliance with procedure for Formal Investigations</b></li> <li>• <b>Report prepared and presented to relevant statutory agency</b></li> <li>• <b>Recommendations with wider impact communicated to relevant agencies &amp; media</b></li> </ul>



<b>1. Our Stakeholders</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>1.4</b>            Provide a responsive, accessible and targeted complaints and advice service</p> <p>Provide targeted assistance to Children and Young People in legal proceedings</p> <p>Develop, consult on and implement criteria and processes for assisting complainants</p>	<p><b>1.4 A</b>            Provide complaints and advice service to meet agreed casework objectives with clients</p> <p><b>1.4 B</b>            Support a range of cases in line with legal funding criteria</p> <p><b>1.4 C</b>            Develop specific “How to complain” leaflets for clients</p>	<ul style="list-style-type: none"> <li>• <b>Audit of cases assessed in compliance with:</b> <ul style="list-style-type: none"> <li>• <b>Casework objectives (&gt;80%)</b></li> <li>• <b>Standards for closure of NFA cases (100% within 4 weeks falling to 3 weeks)</b></li> <li>• <b>Response to enquiries 100% within 10 days 60% within 7 days</b></li> </ul> </li> <li>• <b>3 leaflets developed by end of Q3</b></li> </ul>



<b>1. Our Stakeholders</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>1.4</b>            Provide a responsive, accessible and targeted complaints and advice service</p> <p>Provide targeted assistance to Children and Young People in legal proceedings</p> <p>Develop, consult on and implement criteria and processes for assisting complainants</p>	<p><b>1.4 D</b>            Develop outreach service in L'Derry and in criminal justice system in partnership with NGO sector</p> <p><b>1.4 E</b>            Develop peer review mechanism and agree scripted response in 6 key areas of complaints work</p>	<ul style="list-style-type: none"> <li>• <b>Satisfaction rate of children and young people accessing the service is greater than 90%</b></li> <li>• <b>Provide accessible service by end of Q2</b></li> <li>• <b>Scripts developed and tested by Q3.</b></li> <li>• <b>Compliance with use in all relevant cases</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.1</b>            Develop, implement and evaluate a research strategy to inform the work of NICCY</p>	<p><b>2.1 A</b>            Undertake research and disseminate findings into:</p> <ol style="list-style-type: none"> <li>1. Children’s Rights Research (CRR) (update 04 baseline)</li> <li>2. Issues affecting children living in poverty</li> <li>3. Sexual health needs of children and young people</li> </ol>	<ul style="list-style-type: none"> <li>▪ <b>Research completed and recommendations made by:</b></li> <li>▪ <b>Literature, Legislation and Policy Review commissioned and completed by Q3</b></li> <li>▪ <b>Research identifying views of children, young people and key stakeholders completed and report written by Q4</b></li> <li>▪ <b>NICCY Policy positions developed and Policy Papers published</b></li> <li>▪ <b>NICCY Policy positions developed and Policy Papers published</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.1</b>            Develop, implement and evaluate a research strategy to inform the work of NICCY</p>	<p><b>2.1 B</b>            Maintain Ethics Committee and develop shadow ethics committee to provide ethical advice on research carried out or commissioned by NICCY</p> <p><b>2.1 C</b>            Undertake reactive research/review work, including partnering external organisations in investigations and reviews, as required</p> <p><b>2.1 D</b>            Produce a research paper on impact of the conflict on children and young people</p>	<ul style="list-style-type: none"> <li>▪ <b>All research/reviews complete ethical submissions &amp; receive approval before commencement Ongoing</b></li> <li>▪ <b>Ethical guidelines reviewed and revised</b></li>   <li>▪ <b>Involvement in and completion of 2 appropriate external projects</b></li>   <li>• <b>Research paper produced</b></li> <li>• <b>Seminar organised and delivered</b></li> <li>• <b>Evaluation of seminar undertaken</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.1</b>            Develop, implement and evaluate a research strategy to inform the work of NICCY</p>	<p><b>2.1 E</b>            Support research and service review team in a range of activities, including supporting C&amp;YP's to participate, promote and disseminate findings and produce high quality publications</p>	<ul style="list-style-type: none"> <li>• <b>Support from stakeholders is evident in the media and other areas of influence</b></li> <li>• <b>Evidence of a broad range of media organisations covering NICCY stories</b></li> <li>• <b>Publication produced and distributed according to timeframe</b></li> <li>• <b>If appropriate, children and young people are provided with the information and support to help them take part in the research</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.2</b>            Develop, implement and evaluate a communications strategy</p>	<p><b>2.2 A</b>            Raise awareness of NICCY through pro-active media relations</p>	<ul style="list-style-type: none"> <li>• <b>90% Positive media coverage</b></li> <li>• <b>90% of media enquiries responded to within 24 hours</b></li> <li>• <b>Support from stakeholders is evident in the media and other areas of influence</b></li> <li>• <b>Evidence of a broad range of media organisations covering NICCY stories</b></li> <li>• <b>Continued development of media monitoring/ management systems shows improved information</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.2</b> Develop, implement and evaluate a communications strategy</p>	<p><b>2.2 B</b> Produce appropriate publications / promotional materials to support the work of NICCY including:</p> <ul style="list-style-type: none"> <li>• Annual Report &amp; Annual Review</li> <li>• Corporate Plan &amp; consultation</li> <li>• Range of Other informational / promotional / advertising / publication materials</li> </ul> <p>Production and distribution of NICCY awareness materials</p> <p><b>2.2 C</b> Provide communications support for 4 report launches from the research into:</p> <ol style="list-style-type: none"> <li>1. Advocacy for disabled children with complex needs</li> <li>2. Education needs of traveller C&amp;YPs</li> <li>3. Review of complaints in juvenile justice setting</li> <li>4. Consultation on children's rights research/corporate plan</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Publications and promotional items produced and distributed according to timeframe, branding and required standards</b></li> <li>• <b>Support from stakeholders is evident</b></li> <li>• <b>A broad range of media organisations covering NICCY stories</b></li> <li>• <b>C&amp;YP invited to participate in launch are supported</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.3</b>            Develop, implement and evaluate effective internal policies and procedures</p>	<p><b>2.3 A</b>            i. Develop and implement Equality Scheme Action Plan            ii. Produce annual Equality Scheme Report for ECNI</p> <p><b>2.3 B</b>            Develop disability action plan to comply with best practice and submit to ECNI within timescales</p>	<ul style="list-style-type: none"> <li>• <b>Quarterly reports provided to Board</b></li> <li>• <b>Exception reporting</b></li> <li>• <b>Minimal number of complaints about Scheme or services on the basis of equality</b></li> <li>• <b>Action plan delivered in accordance with agreed timescales</b></li> <li>• <b>Annual report submitted to ECNI within agreed timescale</b></li> </ul> <p>▪ <b>Action Plan developed and submitted to ECNI within timescales Q2</b></p>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.3</b>            Develop, implement and evaluate effective internal policies and procedures</p>	<p><b>2.3 C</b>            Information management            i. Review NICCY's Freedom of Information Publication Scheme            ii. Roll out training on new organisational procedures for Freedom of Information and Data Protection</p> <p>Monitor compliance across NICCY in respect of the procedures, to include spot checks and reports from teams</p> <p><b>2.3 D</b>            Participate in review of NICCY as appropriate</p>	<ul style="list-style-type: none"> <li>• <b>100% requests responded to within required timescale</b></li> <li>• <b>100% of managers trained on application of procedures Q1</b></li> <li>• <b>Minimal number of breaches of best practice</b></li> <li>• <b>Scheme reviewed and updated where necessary</b></li> <li>• <b>100% of staff advised of amended Scheme Q4</b></li> </ul> <ul style="list-style-type: none"> <li>• <b>Comments made and submitted as required Q1</b></li> <li>• <b>Participate as required in ToR Q1 – Q4</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.3</b>            Develop, implement and evaluate effective internal policies and procedures</p>	<p><b>2.3 E</b>            (i) Keep policies and procedures under review to ensure compliance with law and good practice            (ii) Develop following policies            - Dress Code Policy            - Code of Conduct            - Consultation Procedure for Staff Policies            - Assess feasibility of staff working from home and develop Home Working Policy if viable</p> <p><b>2.3 F</b>            Develop quality standards and appropriate measures within Corporate Services team, support other teams to commence development of same</p>	<ul style="list-style-type: none"> <li>• <b>Policies reviewed as required and staff informed of changes</b></li> <li>• <b>Policies written Q3</b></li> <li>• <b>100% of staff trained in policies Q3</b></li> <li>• <b>Home working researched and policy written if viable Q2</b></li> <li>• <b>Standards and measures developed Q4</b></li> <li>• <b>100% of relevant staff trained Q4</b></li> <li>• <b>95% of standards met by CS team Q4</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.4</b>            Develop, implement and evaluate a participation strategy with children and young people</p>	<p><b>2.4 A</b>            Provide Participation Training and explore development needs with each team within NICCY</p> <p><b>2.4 B</b>            Explore and develop a youth governance ethos and action within NICCY in line with Participation Strategy</p>	<ul style="list-style-type: none"> <li>• <b>Each NICCY team to develop an action plan identifying present and future opportunities for inclusion of C&amp;YP in their work Q2</b></li> <li>• <b>Participation team to develop models of participation for c&amp;yp for research policy and service review Q2</b></li> <li>• <b>Prepare a position paper on youth governance options within NICCY Q2</b></li> </ul>



<b>2. How we do things</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.4</b>            Develop, implement and evaluate a participation strategy with children and young people</p>	<p><b>2.4 C</b>            Using the youth panel evaluation report 2006 and its recommendations, develop an annual youth panel action plan including support for key NICCY activities</p> <p><b>2.4 D</b>            Develop personal capacity building programmes for youth panel members to enable and empower them to participate in the work of NICCY</p>	<ul style="list-style-type: none"> <li>• <b>Action Plan developed and implemented Q2</b></li> <li>• <b>All Members aware of, and signed up to, the constitution Q2</b></li> <li>• <b>NYP membership inclusive and S75 compliant Q2</b></li> <li>• <b>2007 Evaluation Complete and 85% satisfaction level with regard to engagement and participation Q2</b></li>   <li>• <b>2 programmes delivered dependent on NYP review, NYP action plan and needs of the organisation Q4</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>2.4</b>            Develop, implement and evaluate a participation strategy with children and young people</p>	<p><b>2.4 E</b>            Develop working relationships with young people and representative groups outside the NICCY Youth Panel to support work of NICCY</p> <p><b>2.4 F</b>            Further develop the induction plan for all NYP members</p>	<ul style="list-style-type: none"> <li>• <b>More young people involved with NICCY, especially among hard-to-reach groups Q4</b></li> <li>• <b>Further expansion of regional network for participation team Q4</b></li> <li>• <b>Working relations developed with 75 groups Q4</b></li> <li>• <b>85% satisfaction level from children and young people, adults involved Q4</b></li>   <li>• <b>Induction plan improved and implemented, including induction pack for new members Q1</b></li> <li>• <b>85% satisfaction level with the pack Q1</b></li> </ul>



3. NICCY Staff		
Corporate Objective	Actions	Measure of success & target
<p><b>3.1</b> To have staff numbers and skill levels required to effectively deliver our services</p>	<p><b>3.1 A</b> Recruitment and selection:</p> <ol style="list-style-type: none"> <li>i. Attain benchmarked % employment within NICCY</li> <li>ii. Review and monitor Recruitment procedures</li> <li>iii. Timetable recruitment exercises pro-actively</li> <li>iv. Review effectiveness of recruitment</li> <li>v. Provide recruitment training for Youth Panel and other staff</li> </ol> <p><b>3.1 B</b> Complete annual recruitment monitoring</p> <p><b>3.1 C</b> Sickness policy and procedures:</p> <ol style="list-style-type: none"> <li>i. Maintain staff sickness absence at benchmarked % within NICCY</li> <li>ii. Review Sickness Policy and Procedures</li> <li>iii. Record return to work interview and submit to Corporate Services</li> </ol>	<ul style="list-style-type: none"> <li>• <b>89% of posts filled compared to budget</b></li> <li>• <b>Recruitment procedures reviewed and revised where required</b></li> <li>• <b>Training provided to Youth Panel and other staff</b></li> <li>• <b>Form completed and submitted to ECNI within deadline</b></li> <li>• <b>100% sickness absence monitored quarterly</b></li> <li>• <b>Policy and procedures reviewed and revised where required and staff trained in amendments</b></li> <li>• <b>100% return to work records submitted to Corporate Services</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.1</b>            To have staff numbers and skill levels required to effectively deliver our services</p>	<p><b>3.1 D</b>            Staff turnover:            i. Maintain NICCY turnover at benchmarked 95% within NICCY            ii. Implement actions arising from Employers of Choice and Investors in People programmes            iii. Carry out exit interviews with staff</p> <p><b>3.1 E</b>            Work placements:            i. Implement 8 workplace opportunities for young people within NICCY            ii. Evaluate school work experience policy            iii. Obtain feedback from placements            iv. Provide ongoing support to teams re placements, in particular supporting the Children's Rights Research Team</p> <p><b>3.1 F</b>            Address and/or support SMT to ensure effective management of individual HR issues, e.g. grievance, disciplinary, complaints</p>	<ul style="list-style-type: none"> <li>• <b>Exit interviews recorded for 100% of all leavers</b></li> <li>• <b>Turnover figures monitored quarterly</b></li> <li>• <b>9 young people on work experience placements in NICCY during the year</b></li> <li>• <b>Feedback analysis obtained from 75% of placements to assess accessibility and quality</b></li> <li>• <b>100% of HR matters addressed/ advised on</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.2</b>            Develop our staff in line with best practice &amp; Ensure effective and accountable leadership at all levels in the organisation</p>	<p><b>3.2 A</b>            Policies and procedures: Make all staff are aware of internal policies and procedures</p> <ol style="list-style-type: none"> <li>i. Develop induction pack for new staff</li> <li>ii. Deliver training on organisational policies at monthly staff meetings</li> <li>iii. Complete quarterly audit of personnel records</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Induction pack developed</b></li> <li>• <b>All new policies discussed at monthly staff meetings</b></li> <li>• <b>100% of new staff inducted within 3 months of joining NICCY</b></li> <li>• <b>100% of personnel records audited quarterly</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.2</b>            Develop our staff in line with best practice &amp; ensure effective and accountable leadership at all levels in the organisation</p>	<p><b>3.2 B</b>            Develop staff skills to enable delivery of the corporate objectives:</p> <ul style="list-style-type: none"> <li>i. Establish budget for training based on agreed % of total budget</li> <li>ii. Record and evaluate all training received</li> <li>iii. Develop and deliver Individual Development Plans (IDP's) from appraisals</li> <li>iv. Set target regarding number of hours of Continuing Professional Development (CPD) for staff</li> <li>v. Develop training strategy for year using IDP's</li> <li>vi. Facilitate 4 seminars to share skills and best practice</li> </ul>	<ul style="list-style-type: none"> <li>• <b>90% of training needs addressed within agreed timetables from Individual Development Plans</b></li> <li>• <b>89% of training budget utilised by the year-end</b></li> <li>• <b>90% of staff meet CPD target</b></li> <li>• <b>7 seminars delivered</b></li> <li>• <b>100% Evaluation forms from training events completed</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.2</b> Develop our staff in line with best practice &amp; ensure effective and accountable leadership at all levels in the organisation</p>	<p><b>3.2 C</b> Appraisal and supervision:</p> <ul style="list-style-type: none"> <li>i. Implement revised appraisal within timescale</li> <li>ii. Provide training on new scheme</li> <li>iii. Monitor implementation</li> <li>iv. Review appraisal scheme</li> <li>v. Pilot 360° appraisal in NICCY</li> <li>vi. Complete quarterly supervision process</li> </ul> <p><b>3.2 D</b> Deliver action plan from Investors in People according to timetable:</p> <ul style="list-style-type: none"> <li>i. Lead IIP working group</li> <li>ii. Prepare updates for SMT</li> <li>iii. Ensure relevant documentation is completed</li> </ul>	<ul style="list-style-type: none"> <li>• <b>95% of relevant staff appraised by deadline</b></li> <li>• <b>Appraisal records submitted to Corporate Services by end Q1</b></li> <li>• <b>Feedback analysis from staff and amendments made if required</b></li> <li>• <b>95% of staff supervised per Supervision Policy</b></li> <li>• <b>Agreed action plan compiled within timescale</b></li> <li>• <b>Quarterly reports provided to SMT</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.3</b> Value staff and support them to achieve an appropriate work life balance</p>	<p><b>3.3 A</b> Employers of Choice</p> <ol style="list-style-type: none"> <li>i. Lead Employers of Choice working group and develop continuous improvement programme</li> <li>ii. Prepare updates for SMT</li> <li>iii. Explore option of employee scheme</li> <li>iv. Promote alternative working patterns in Recruitment and Selection</li> </ol> <p><b>3.3 B</b> Organise two all-staff events</p> <p><b>3.3 C</b> Staff welfare:</p> <ol style="list-style-type: none"> <li>i. Develop Anti-Bullying Policy</li> <li>ii. Review Harassment Policy in relation to current best practice</li> <li>iii. Provide training for staff on stress awareness</li> <li>iv. Facilitate annual Carecall awareness session for staff</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Action plan reviewed and updated quarterly</b></li> <li>• <b>Quarterly reports provided to SMT</b></li>   <li>• <b>Delivery of all-staff events</b></li> <li>• <b>Feedback from staff analysed</b></li>   <li>• <b>Policies written and staff trained in content</b></li> <li>• <b>Number of staff trained on stress awareness</b></li> <li>• <b>Number of staff trained on Carecall service</b></li> </ul>



<b>3. NICCY Staff</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>3.4</b> Develop a child friendly and child centred culture</p>	<p><b>3.4 A</b> Child protection: i. Provide annual refresher on child protection issues ii. Ensure all new staff receive full Child Protection training within six months of appointment iii. Carry out vetting of all new staff</p> <p><b>3.4 B</b> Engagement: i. Incorporate interaction with young people into staff Individual Development Plans</p> <p><b>3.4 C</b> Deliver effective room facilities to external organisations who represent children and young people</p>	<ul style="list-style-type: none"> <li>• <b>100% of staff trained in Child Protection issues</b></li> <li>• <b>100% of staff vetted in line with best practice</b></li>   <li>• <b>95% of staff have planned interaction with young people during year</b></li>   <li>• <b>(28) Number of organisations representing children and young people using NICCY premises</b></li> </ul>



<b>4. Money</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>4.1</b> Develop, allocate and manage annual budgets to fulfil our priorities</p> <p>Control costs, make effective and efficient use of our resources within budget</p> <p>Secure funding to maintain &amp; develop our services</p>	<p><b>4.1 A</b> Budgets and Accounts:</p> <p>i. Draw up budgets for 2008/09</p> <p>ii. Prepare monthly management account statement for SMT on 07/08 budget</p> <p>iii. Undertake monthly management review of 07/08 budget at SMT</p> <p>iv. Participate in Children's Rights Research Team and support management of budget</p> <p><b>4.1 B</b> Information Technology:</p> <p>i. Establish software and hardware requirements</p> <p>ii. Develop and monitor IT budget</p> <p>iii. Identify training needs</p> <p>iv. Develop Corporate Intranet</p> <p>v. Consider feasibility of Email Archive</p> <p>vi. Monitor contingency Support Legal database</p>	<ul style="list-style-type: none"> <li>• <b>Budget report submitted to SMT &amp; OFMDFM by agreed deadline</b></li> <li>• <b>Unspent balance at end of year 2007/08 no greater than +5%</b></li> <li>• <b>NICCY's annual 07/08 budget had a overspend by £168,536</b></li> </ul> <ul style="list-style-type: none"> <li>• <b>Budget developed and monitored monthly</b></li> <li>• <b>Intranet developed according to planned stages</b></li> <li>• <b>Email archive implemented if feasible</b></li> <li>• <b>Contingency file updated</b></li> </ul>



<b>4. Money</b>		
<b>Corporate Objective</b>	<b>Actions</b>	<b>Measure of success &amp; target</b>
<p><b>4.1</b>            Develop, allocate and manage annual budgets to fulfil our priorities</p> <p>Control costs, make effective and efficient use of our resources within budget</p> <p>Secure funding to maintain &amp; develop our services</p>	<p><b>4.1 F</b>            Management of Cash:            i. Complete and submit appropriate in-year bids            ii. Submit monthly draw downs            Submit quarterly spending reviews</p> <p><b>4.1 G</b>            Develop action plan to ensure effective resource allocation and waste management procedures</p>	<ul style="list-style-type: none"> <li>• <b>All submissions made to OFMDFM within set deadlines</b></li>   <li>• <b>Action plan developed and targets set Q4</b></li> <li>• <b>Action plan complied with within agreed timetable Ongoing</b></li> </ul>



4. Money		
Corporate Objective	Actions	Measure of success & target
<p><b>4.2</b> Develop and maintain effective governance arrangements in line with best practice</p>	<p><b>4.2 A</b> Risk management i. Facilitate training of relevant staff ii. Ensure quarterly reviews submitted by teams and Corporate Risk Register is up-to-date</p> <p><b>4.2 B</b> Health and Safety: i. Calendar of meetings established ii. Action plan established iii. Programme of H&amp;S training identified iv. Risk assessments completed v. Relevant staff trained in risk assessments</p> <p><b>4.2 C</b> Examine how NICCY can develop or change policy/ practice to support Government's sustainable development policy</p>	<ul style="list-style-type: none"> <li>• 100% of relevant staff trained</li> <li>• Quarterly reports submitted to Board</li> <li>• 0 days per annum lost due to accident/ work-related illness</li> <li>• 2 accidents on NICCY premises/at NICCY events</li> <li>• Minutes available from quarterly H&amp;S Committee meetings</li> <li>• Risk assessments available within timescales agreed by Committee</li> <li>• Measures explored and evaluated by end Q2</li> <li>• 3 policy/ practice initiatives established by end of Q4</li> </ul>



## REMUNERATION REPORT

### Remuneration Policy

The remuneration of the Commissioner and the Chief Executive is made in accordance with the Pay Strategy for Senior Civil Servants as set by the Prime Minister following independent advice from the Review Body on Senior Salaries. The remuneration of all senior civil servants is entirely performance-based. The Head of the Civil Service assesses the performance of the Commissioner for Children and Young People, whilst the performance of the Chief Executive is assessed by the Commissioner for Children and Young People, using the formal appraisal system adopted by the Commissioner for Children and Young People.

The remuneration of the other members of the Senior Management Team is made in accordance with the pay awards set out by Northern Ireland Civil Service. Remuneration is entirely performance-based, with performance being assessed by the Chief Executive, using the formal appraisal system adopted by the Commissioner for Children and Young People.

### Service Contracts

The appointment of the Commissioner for Children and Young People for Northern Ireland is made by the First Minister and Deputy First Minister under Article 5 of the Commissioner for Children and Young People (NI) Order 2003, and in accordance with the recruitment code of the Office of the Commissioner for Public Appointments. The terms and conditions are as set out in Schedule 2 to the Commissioner for Children and Young People (NI) Order 2003.

Patricia Lewsley was appointed as Commissioner for Children and Young People for Northern Ireland on 8<sup>th</sup> January 2007 for a four-year period, with the possibility of renewal for a further term.

The other members of the Senior Management Team are direct employees of the Commissioner; the appointments, which are permanent, are analogous to grades in the Northern Ireland Civil Service (NICS) with terms and conditions that are very similar but not necessarily identical to those that apply to the NICS.



### Salary and Pension Entitlement (*audited*)

The following sections provide details of the remuneration and pension interests of the Commissioner and Senior Management.

	2007-08		2006-07	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
<b>Commissioner</b>				
P Lewsley (Commissioner) Appointed 08/01/2007	75 – 80	4,500	15 – 20 (75-80 full year equivalent)	0
N Williams (Commissioner) Deceased 28/03/2006 Amount in 2006/07 relates to outstanding leave	-	-	0 - 5	0
<b>General Management</b>				
B McNeany (Chief Executive) Interim Commissioner between 2 <sup>nd</sup> May 2006 and 7 <sup>th</sup> January 2007. Resigned 19/02/2008	65 – 70	0	75 – 80	0
L Kerr (Head of Legal Services and Complaints) Resigned 02/06/2006	-	-	5 – 10 (45-50 full year equivalent)	0
E Ryan (Acting Head of Legal Services and Complaints) Appointed 01/06/06.	30 – 35	0	25 - 30	0
T Devlin (Head of Research and Service Review)	50 – 55	0	45 - 50	0
M Kinghan (Head of Communications and Participation)	45 – 50	0	45 - 50	0
S Weiniger (Corporate Services Manager) Resigned 04/04/2008	35 – 40	0	35 – 40	0

### Salary

'Salary' includes gross salary, performance pay or bonuses, any allowance such as London Weighting Allowances, to the extent that it is subject to UK taxation. This report is based on payments made by the Commissioner for Children and Young People for Northern Ireland and thus recorded in these accounts.



## Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument. The Commissioner received a company car in April 2007 as part of her remuneration package and will be taxed accordingly on this benefit. Mr McNeany did not receive a company car whilst he was Interim Commissioner. The other members of the Senior Management Team did not receive any benefits in kind during the year ended 31<sup>st</sup> March 2008.

## Pension Entitlement (audited)

	Accrued pension at age 60 as at 31/3/08 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 31/3/07 £'000	CETV at 31/3/08 £'000	Real increase in CETV £'000	Employer contribution to partnership pension account Nearest £100
<b>Commissioner</b>						
P Lewsley	1-5 no lump sum	0 -2.5 no lump sum	4	26	19	0
<b>General Management</b>						
B McNeany (Chief Executive) Appointed 01/02/2004 Resigned 19/02/2008	10 - 15 plus 40 - 45 lump sum	0 - 2.5 plus 2.5 – 5.0 lump sum	237	213	0	0
E Ryan (Acting Head of Legal Services and Complaints)	1 – 5 no lump sum	0 - 2.5 no lump sum	586	19	0	0
T Devlin (Head of Research and Service Review)	1 - 5 no lump sum	0 no lump sum	170	54	0	0
M Kinghan (Head of Communications and Participation)	15 - 20 no lump sum	0 - 2.5 no lump sum	258	312	18	0
S Weiniger (Corporate Services Manager) Resigned 04/04/2008	1 – 5 no lump sum	0 - 2.5 no lump sum	31	53	4	0



Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium, and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 are eligible for membership of the nuvos arrangement or they can opt for a partnership pension account. Nuvos is an 'earned pension' arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. Earned pension benefits are increased annually in line with increases in the RPI and attract annual pension increase.

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**.

Further details about the CSP arrangements can be found at the website [www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)



### Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

### Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Signed by:

Date:



Patricia Lewsley  
Commissioner and Accounting Officer

## STATEMENT OF COMMISSIONER'S RESPONSIBILITIES

Under Schedule 2 11 (1) of the Commissioner for Children and Young People (Northern Ireland) Order 2003 , the Commissioner for Children and Young People for Northern Ireland is required to prepare a statement of accounts in the form and on the basis determined by the Department of Finance and Personnel. The accounts are prepared on an accruals basis and must give a true and fair view of the Commissioner for Children and Young People for Northern Ireland's state of affairs at the year-end and of its income and expenditure, total recognised gains and losses and cash flows for the year.

In preparing the accounts the Accounting Officer is required to:

- Observe the Accounts Direction issued by the Office of the First Minister and Deputy First Minister, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Observe the current version of the Government Financial Reporting Manual (FReM).
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements;
- Prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Commissioner for Children and Young People for Northern Ireland will continue to operate.

The Accounting Officer of the Office of the First Minister and Deputy First Minister has designated the Commissioner for Children and Young People for Northern Ireland as the Accounting Officer. The Commissioner's duties as Accounting Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies Accounting Officer's Memorandum issued by the Department of Finance and Personnel.

Signed by:



Patricia Lewsley  
Commissioner and Accounting Officer



## **STATEMENT ON INTERNAL CONTROL**

### **Scope of Responsibility**

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievements of the Commissioner for Children and Young People for Northern Ireland's policies, aims and objectives, whilst safeguarding the public funds and the Commissioner for Children and Young People for Northern Ireland assets for which I am personally responsible, in accordance with the responsibilities assigned to me in 'Government Accounting Northern Ireland'.

The relationship between the Commissioner for Children and Young People for Northern Ireland and its sponsoring Department, OFMDFM, is set out in the Management Statement. The Management Statement defines the financial and administrative framework within which NICCY operates, sets out the conditions on which grant-in-aid is paid and relevant delegations. The Management Statement is supplemented by the Financial Memorandum agreed with the Commissioner for Children and Young People for Northern Ireland and approved by OFMDFM and DFP.

### **The Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Commissioner for Children and Young People for Northern Ireland's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Commissioner for Children and Young People for Northern Ireland for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with Department of Finance and Personnel guidance.

### **Capacity to Handle Risk**

The Commissioner for Children and Young People for Northern Ireland has appropriate procedures in place to ensure that it has identified its objectives and risks and determined a control strategy for each of the significant risks. As a result, risk ownership has been allocated to the appropriate staff. More specifically, the Commissioner for Children and Young People:

- Regularly reviewed and updated its corporate and team risk registers;
- Developed a Risk Management Policy, which was formally approved in May 2007. The Policy sets out attitude to risk, reporting mechanisms, responsibilities and stewardship, and criteria to apply when assessing risks;



- Attained Employers of Choice accreditation which focuses on ensuring that employees have an effective work-life balance, which is a key issue in a small team;
- Developed further contingency systems for the IT infrastructure;
- Maintained Lexcel accreditation (May 2007), which reduces risk within the Legal and Complaints Department and
- Installed an information database to more effectively manage contact information with children and young people.

### **The Risk and Control Framework**

The Commissioner for Children and Young People has ensured that procedures are in place for verifying that risk management and internal control are regularly reviewed and reported on. The Commissioner for Children and Young People receives periodic internal audit reports regarding internal control. The appropriate steps are being taken to manage risks in significant areas of responsibility and monitor progress reports on key projects.

Following the approval of the Risk Management Policy, we will ensure the delivery of a training programme across teams to ensure that the process is embedded consistently across the organisation and that senior managers in particular are confident when applying the criteria to assess and prioritise risk.

### **Internal Control Issues**

With regard to the wider control environment, NICCY has in place a range of organisational controls, commensurate with the current assessment of risk, designed to ensure the efficient and effective discharge of its business in accordance with the law and departmental direction. Every effort is made to ensure that the objectives of NICCY are pursued in accordance with the recognised and accepted standards of public administrations.



## **Review of Effectiveness**

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Commissioner for Children and Young People for Northern Ireland who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letters and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Audit and Risk Committee and internal auditors and a plan to address weaknesses and ensure continuous improvement of the system is in place.

A review of the Commissioner's office must be carried out every three years, according to Article 24 of the NICCY Establishing Order. The report also concluded that NICCY had achieved most of its objectives, and set out recommendations to further improve our work. NICCY's management team will work through these recommendations in 2008-09

The Commissioner for Children and Young People for Northern Ireland has an internal audit service, provided by the Internal Audit Department of PriceWaterhouseCoopers (PWC), which operates to standards defined in the Government Internal Audit Manual. They submit reports, which include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the Commissioner for Children and Young People for Northern Ireland's system of internal control, together with recommendations for improvement. During the year under the Financial Systems Review 8 areas were considered by Internal Audit and all received "Substantial Assurance" rating. Additionally 8 areas were examined under the Child Protection Processes. 5 received "Satisfactory Assurance" rating and 3 received "Limited Assurance" ratings - these were Vetting Processes, Staff Training, and Insurance Arrangements. Action has been taken to improve the processes and procedures in these areas.

The annual Internal Audit Assurance Statement in respect of the year ended 31<sup>st</sup> March 2008 provided as satisfactory level of assurance in relation to the adequacy of the systems of control in place within the Commissioner for Children and Young People and their operation throughout the period under review.

Signed by

Date:



Patricia Lewsley  
Commissioner and Accounting Officer  
The Northern Ireland Commissioner for Children and Young People



## **The Commissioner for Children and Young People for Northern Ireland**

### **THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY**

I certify that I have audited the financial statements of The Commissioner for Children and Young People for Northern Ireland for the year ended 31<sup>st</sup> March 2008 under The Commissioner for Children and Young People (NI) Order 2003. These comprise the Operating Cost Statement, the Balance Sheet, the Cashflow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

#### **Respective responsibilities of the Commissioner and auditor**

The Commissioner as Accounting Officer is responsible for preparing the Annual Report, the Remuneration Report and the financial statements in accordance with The Commissioner for Children and Young People for (NI) Order 2003 and the Office of the First Minister and Deputy First Minister's directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Commissioner's Responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with The Commissioner for Children and Young People for (NI) Order 2003 and the Office of the First Minister and Deputy First Minister's directions made thereunder. I report to you whether, in my opinion, the information, which comprises the Directors' report and the Management Commentary, included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

In addition, I report to you if The Commissioner for Children and Young People for Northern Ireland has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by the Department of Finance and Personnel regarding remuneration and other transactions is not disclosed.



I review whether the Statement on Internal control reflects The Commissioner for Children and Young People for Northern Ireland's compliance with the Department of Finance and Personnel's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of The Commissioner for Children and Young People for Northern Ireland's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. The other information comprises the Performance against Business Objectives for the year 2007/08 and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

### **Basis of audit opinions**

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Commissioner in the preparation of the financial statements, and of whether the accounting policies are most appropriate to The Commissioner for Children and Young People for Northern Ireland's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

### **Opinions**

In my opinion:

- the financial statements give a true and fair view, in accordance with The Commissioner for Children and Young People (NI) Order 2003 and directions made thereunder by the Office of the First Minister and Deputy First Minister, of the state of The Commissioner for Children and Young People for Northern Ireland's affairs as at 31<sup>st</sup> March 2008 and of its net operating costs, the cash flows and recognised gains and losses for the year then ended;



- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with The Commissioner for Children and Young People (NI) Order 2003 and Office of the First Minister and Deputy First Minister's directions made thereunder; and
- information, which comprises the Directors' report and the Management commentary included within the Annual Report, is consistent with the financial statements.

### **Opinion on Regularity**

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

### **Report**

I have no observations to make on these financial statements.



*JM Dowdall CB  
Comptroller and Auditor General  
Northern Ireland Audit Office  
106 University Street  
Belfast BT7 1EU*

*October 2008*

**OPERATING COST STATEMENT FOR YEAR  
 ENDED 31<sup>ST</sup> MARCH 2008**

	Notes	Year to 31/03/08 £	Restated Year to 31/03/07 £
<b>Expenditure</b>			
Staff Salaries and Commissioner's Fees	2	(909,947)	(895,497)
Operating Costs	3	(558,471)	(567,292)
Programme Costs	4	(260,564)	(266,782)
Depreciation	5	(138,623)	(180,114)
		<hr/>	<hr/>
Net Expenditure before Notional Costs		(1,867,605)	(1,909,685)
Notional Cost of Capital	10	(22,931)	(26,107)
		<hr/>	<hr/>
<b>Net Expenditure After Notional Costs</b>		<b>(1,890,536)</b>	<b>(1,935,792)</b>
Reversal of Notional Cost of Capital	10	22,931	26,107
		<hr/>	<hr/>
Transfer From Reserves		(1,867,605)	(1,909,685)
		<hr/>	<hr/>

All amounts above relate to continuing activities.

The entry has no gains or losses for the year other than as set out above.

The notes on pages 69-81 form part of these accounts.

**BALANCE SHEET AS AT 31<sup>ST</sup> MARCH 2008**

	Notes	Year to 31/03/08 £	Year to 31/03/07 £
<b>Fixed Assets</b>			
Tangible Assets	5	506,346	631,810
<b>Current Assets</b>			
Debtors	6	36,463	62,578
Cash & Bank	7	111,935	77,514
		<u>148,398</u>	<u>140,092</u>
<b>Current Liabilities</b>			
Amounts falling within 1 year	8	<u>(85,784)</u>	<u>(47,337)</u>
<b>Net Current Assets</b>		62,614	92,755
<b>Total Assets less Current Liabilities</b>		568,960	724,565
Provisions for Liabilities and Charges	9	0	(10,000)
		<u>568,960</u>	<u>714,565</u>
<b>Financed by</b>			
General Reserve	11	<u>568,960</u>	<u>714,565</u>
		<u>568,960</u>	<u>714,565</u>

The notes on pages 69-81 form part of these accounts.

The entity has not gains or losses for the year other than as set out above.

Signed By

Date:

*Patricia Lewsley*

Patricia Lewsley  
 Commissioner and Accounting Officer

**CASH FLOW STATEMENT FOR YEAR TO 31<sup>ST</sup> MARCH 2008**

	<b>Notes</b>	<b>Year to 31/03/08 £</b>	<b>Year to 31/03/07 £</b>
Net cash outflow from operating activities	12(a)	(1,674,420)	(1,771,395)
Capital Expenditure:			
Purchases of Tangible Assets	5	(13,159)	(60,479)
Financing:	12(b)	1,722,000	1,847,000
Increase/(Decrease) in Cash		<u>34,421</u>	<u>15,126</u>

The notes on pages 69-81 form part of these accounts.

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2008

### 1. **Statement of Accounting Policies**

These financial statements have been prepared in accordance with Schedule 2 11 (1) of the Commissioner for Children and Young People (Northern Ireland) Order 2003 and in accordance with the 2007/08 Government Financial Reporting Manual (FReM) issued by the Department of Finance and Personnel in Northern Ireland. The accounting policies contained in the FReM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector.

Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Commissioner for Children and Young People for the purpose of giving a true and fair view has been selected. The Commissioner for Children and Young People's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

#### 1.1 **Accounting Convention**

The financial statements have been prepared in accordance with the historical cost convention. To date there has been no revaluation of fixed assets.

#### 1.2 **Funding**

The activities of the Commissioner for Children and Young People for Northern Ireland are fully funded by the Office of the First Minister and Deputy First Minister. Income from other sources is immaterial. Permission must be sought from the Office of the First Minister and Deputy First Minister before non-grant income can be applied to the Commissioner for Children and Young People for Northern Ireland's activities. Non-grant income for which departmental approval to use is not forthcoming is surrendered to the Consolidated Fund.

Grant-in-Aid and Grant received used to finance activities and expenditure which support the statutory and other objective of the Commissioner for Children and Young People are treated as financing, credited to the General Reserve, because they are regarded as contributions from a controlling party.

#### 1.3 **Expenditure**

All expenditure on goods and services fall within the ambit of the Grant-in-Aid and complies with the Commissioner for Children and Young People for Northern Ireland's Financial Memorandum and government purchasing requirements.

**1.4 Fixed Assets**

- (a) The fixed asset additions are fully funded by the Office of the First Minister and Deputy First Minister.
- (b) Tangible fixed assets have been valued at depreciated historical cost as this is considered to be a proxy for current valuations for assets that have short useful economic lives or low values or both.
- (c) A capitalisation threshold of £500 is applied.
- (d) Depreciation is provided on tangible assets at rates calculated to write off the cost of each asset evenly over its expected life as follows:

Furniture and Fittings	10 years
Fixtures	10 years
Office Equipment	3 years
IT Equipment	3 years

**1.5 Pension Costs**

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (NI). The defined benefit schemes are unfunded and are non-contributory except in respect of dependants' benefits. The Commissioner for Children and Young People for Northern Ireland recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the Principal Civil Service Pension Scheme (NI) of amounts calculated on an accruing basis. Liability for payments of future benefits is a charge on the Principal Civil Service Pension Scheme (NI). In respect of the defined contribution schemes, the Commissioner for Children and Young People for Northern Ireland recognises the contributions payable for the year.

**1.6 Value Added Tax**

The Commissioner does not have any income which is subject to output VAT. Accordingly the Commission is not VAT registered and cannot recover any input tax.

**1.7 Investments**

The Commissioner does not undertake any investment activities.

**1.8 Stocks**

The value of stocks of consumables is immaterial and the Commissioner does not attribute a value for stocks in the accounts.



### 1.9 Operating Leases

Operating Lease costs are charged to the Operating Cost Statement over the period of the lease.

### 1.10 Capital Charge

A charge, reflecting the cost of capital utilized by the Commissioner for Children and Young People, is included in the Operating Cost Statement. The charge is calculated at the real rate set by HM Treasury (currently 3.5%) on the average carrying amount of assets less liabilities.

## 2. Staff numbers and related costs (including Commissioner)

	Notes	Year to 31/03/08 £	Year to 31/03/07 £
Commissioner Fees		98,935	99,177
Staff Salaries		811,012	796,320
		909,947	895,497

### 2 (a) Commissioner Fees

	Notes	Year to 31/03/08 £	Year to 31/03/07 £
Commissioner Fees		75,000	75,902
Social Security Costs		7,810	7,990
Pension Costs		16,125	15,285
		98,935	99,177

### 2(b) Staff Costs

	Total £	Permanent staff £	2007-08 Others (Agency & seconded) £	2006-07 Total £
Wages/Salaries	759,197	596,890	162,307	762,859
Social Security Costs	47,726	47,726	0	47,114
Other Pension Costs	103,024	103,024	0	85,524
Total Net Costs	909,947	747,640	162,307	895,497



The Principal Civil Service Pension Scheme (PCSPS(NI)) is an unfunded multi-employer defined benefit scheme but the Commissioner for Children and Young People for Northern Ireland is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2003. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2007/08, employers' contributions of £103,024 were payable to the PCSPS(NI) (2006/07 £85,524) at one of four rates in the range 16.5 to 23.5 per cent (2006/07: 16.5 to 23.5 per cent) of pensionable pay, based on salary bands.

The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. No employees of the Commissioner for Children and Young People for Northern Ireland took up this option.

No employees retired early on ill-health grounds during 07-08.

The Commissioner's salary includes taxable benefits in kind but does not include a performance related bonus in accordance with the Commissioner's contract. The Commissioner is a member of the Principal Civil Service Pension Scheme (NI) on the same basis as all other members of staff. At 31 March 2008 the Commissioner has served 1 year and 3 months of a 4-year service contract which may be renewed once. At the year-end she would have been entitled to compensation for premature loss of office amounting to the equivalent of 2.75 years' gross salary.



**2(c) Average Number of Persons Employed**

The average number of whole-time equivalent persons employed during the year was as follows:

	<b>Total</b>	<b>Permanent staff</b>	<b>2007-08 Number Other (Agency &amp; seconded)</b>	<b>2006-07 Number  Total</b>
Commissioner	1	1	0	1
General	20	15	5	20
Management	4	4	0	4
	<b>25</b>	<b>20</b>	<b>5</b>	<b>25</b>



### 3. Operating Costs

	Year to 31/03/08 £	Year to 31/03/07 £
<b>General Costs</b>		
Travel & Subsistence	28,793	22,718
Staff Recruitment	10,194	23,949
Staff Training	31,977	26,282
Postage	3,428	4,786
Telephones	36,161	45,111
Hospitality	5,107	6,463
Audit – external	13,000	13,000
Insurance	8,567	8,273
Miscellaneous	4,765	6,161
Office Consumables	23,915	33,877
Annual Contracts	33,678	34,041
Legal Costs	9,405	7,469
Corporate Services	40,210	26,729
	249,200	258,859
<b>Premises Costs</b>		
Rents	155,283	157,387
Rates	71,375	69,238
Service Charge	34,349	38,302
Electricity	20,844	20,534
Cleaning	27,420	22,972
	309,271	308,433
	558,471	567,292

Corporate Services costs include £4,492 in respect of vehicle operating leases. The rent charge above includes £150,815 in respect of a land and building operating lease.



#### 4. Programme Costs

	<b>Year to 31/03/08</b>	<b>Year to 31/03/07 Restated</b>
	<b>£</b>	<b>£</b>
Communication & Participation	99,605	103,278
Legal and Complaints	127,266	100,722
Research, Policy and Service Review	33,693	62,732
	260,564	266,782

#### Restatement of Prior Year

The prior year figures for Programme Costs have been restated to reclassify the Children's Law Centre expenditure from Communication & Participation to Legal and Complaints.

#### 5. Fixed Assets

	Information Technology £	Office Equipment £	Furniture £	Fixtures £	Total 2008 £
Valuation at 31/03/07	274,152	72,863	89,724	771,716	1,208,455
Additions	9,381	0	0	3,778	13,159
Disposals	-	-	-	-	-
Valuation at 31/03/08	283,533	72,863	89,724	775,494	1,221,614
Accumulated Depreciation at 31/03/07	207,734	70,148	29,935	268,828	576,645
Depreciation for the period	50,610	1,491	8,972	77,550	138,623
Depreciation on disposals	-	-	-	-	-
Accumulated Depreciation at 31/03/08	258,344	71,639	38,907	346,378	715,268
Net Book Value at 31/03/08	25,189	1,224	50,817	429,116	506,346
Net Book Value at 31/03/07	66,418	2,715	59,789	502,888	631,810



**Asset financing:**

Owned	25,189	1,224	50,817	429,116	506,346
Financed Leased	0	0	0	0	0
On-balance sheet PFI contracts	0	0	0	0	0
PFI residual interests	0	0	0	0	0
Net book value at 31/03/08	25,189	1,224	50,817	429,116	506,346

**6. Debtors: amounts due within 12 months**

a. Analysis by Type

	<b>31/03/08</b>	<b>31/03/07</b>
	<b>£</b>	<b>£</b>
Prepayments	36,305	62,572
Debtors	158	6
	<u>36,463</u>	<u>62,578</u>

b. Intra-Government Balances

	<b>31/03/08</b>	<b>31/03/07</b>
	<b>£</b>	<b>£</b>
Balances with other central government bodies	0	0
Balances with bodies external to government	36,463	62,578
Total debtors and prepayments at 31 March	<u>36,463</u>	<u>62,578</u>



**7. Cash at Bank and in Hand**

	<b>31/03/08</b>	<b>31/03/07</b>
	£	£
Cash in Bank	111,370	77,067
Cash in Hand	565	447
	111,935	77,514

**8. Creditors and Accruals: amounts falling due within 12 months**

a. Analysis by Type

	<b>31/03/08</b>	<b>31/03/07</b>
	£	£
Taxation and social security	255	2,070
Creditors	1,798	0
Sundry Creditors and Accruals	83,731	45,267
	85,784	47,337

b. Intra-Government Balances

	<b>31/03/08</b>	<b>31/03/07</b>
	£	£
Balances with other central government agencies	25,809	4,561
Balances bodies external to government	59,975	42,776
Total creditors and accruals at 31 March	85,784	47,337



## 9. Provisions for Liabilities and Charges

	Early departure costs	Other	Total
	£	£	£
Balance at 1 April 2007	0	10,000	10,000
Provided in the year	0	0	0
Provisions not required written back	0	(10,000)	(10,000)
Provisions utilised in the year	0	0	0
Unwinding of discount	0	0	0
Balance at 31 March 2008	0	0	0

Provisions of £10,000 were made in 2006/07 in respect of ongoing legal costs and expenses. These provisions were not required in 2007/08. No provisions were deemed necessary for this at 31 March 2008 by the Commissioner for Children and Young People, as the case has been resolved.

## 10. Notional Costs

### Notional Costs included in Expenditure

	Year to 31/03/08	Year to 31/03/07
	£	£
Notional Costs of Capital	22,931	26,107
	22,931	26,107

## 11. General Reserve

	31/03/08	31/03/07
	£	£
As at 1 April	714,565	777,250
Net expenditure	(1,867,605)	(1,909,685)
Grant-in-Aid received towards resource expenditure	1,708,841	1,786,521
Grant-in-Aid received towards purchase of fixed assets	13,159	60,479
At 31 March	568,960	714,565



## 12. Notes to Cash Flow Statement

### 12(a) Reconciliation of net expenditure to net cash outflow from operating activities

	<b>31/03/08</b>	<b>31/03/07</b>
	£	£
Net expenditure for the financial year.	(1,867,605)	(1,909,685)
Adjustment for non-cash transactions:		
Depreciation	138,623	180,114
Provisions	(10,000)	10,000
Adjustments for movements in working capital:		
Decrease/(increase) in debtors	26,115	(21,119)
(Decrease)/increase in creditors	38,447	(30,705)
Net cash outflow from operating activities	(1,674,420)	(1,771,395)

### 12(b) Analysis of financing

	<b>31/03/08</b>	<b>31/03/07</b>
	£	£
Grant-in-Aid received from OFMDFM	1,722,000	1,847,000
Applied towards the purchase of fixed assets	(13,159)	(60,479)
Total Grant-in-Aid towards revenue expenditure	1,708,841	1,786,521



## 12(c) Reconciliation of cash inflow to movement in net funds

	31/03/08	31/03/07
	£	£
Opening cash	77,514	62,388
Net cash inflow/ (outflow)	34,421	15,126
Closing cash	111,935	77,514

## 13. Commitments under Leases

Commitments existed at the 31<sup>st</sup> March 2008 under operating leases in respect of annual rentals which expire:

### Land and Buildings

	2008	2007
	£	£
Within 1 year	1,287	4,199
Within 2-5 years	0	1,510
Over 5 years	145,582	145,582
Total	146,869	151,291

### Equipment

	2008	2007
	£	£
Within 1 year	-	-
Within 2 – 5 years	5,680	5,680
Over 5 years	-	-
Total	5,680	5,680

Commitments under finance leases £nil.

## 14. Contingent Liabilities

During the year 2006/07, the Commissioner for Children and Young People initiated a judicial review against the Government in respect of physical punishment. The review was heard in November 2007 and there is an appeal against the ruling scheduled for February 2009. Having taken legal advice, the Commissioner for Children and Young People is advised that an amount cannot as yet be estimated in respect of any contingent liability arising from the case.



**15. Related Party Transactions**

The Commissioner for Children and Young People for Northern Ireland is a Non-Departmental Public Body sponsored by the Office of the First Minister and Deputy First Minister (OFMDFM). OFMDFM is regarded as a related party. During the year the Commissioner had various material transactions with OFMDFM and various other bodies for which OFMDFM is regarded as the parent body.

During the year no Commissioner, Board member or Key Manager or other related parties has undertaken any material transactions with The Commissioner for Children and Young People.

**16. Capital Commitments**

There were no capital commitments as at 31 March 2008.

**17. Commitments under PFI Contracts**

There were no PFI contracts as at 31 March 2008.

**18. Financial Instruments**

FRS 13, Derivatives and Other Financial Instruments requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities. Because of the largely non-trading nature of its activities and the way in which government bodies are financed, The Commissioner for Children and Young People (NICCY) is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which FRS 13 mainly applies. NICCY shall not make any investments in traded financial instruments without the prior written approval of the Office of the First Minister and Deputy First Minister. Financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing NICCY.

As permitted by FRS 13, debtors and creditors which mature or become payable within 12 months from the balance sheet date have been omitted from the currency profile.









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