

<b>Priority 1: Play &amp; Leisure</b> <b>Action Area: Safe Places</b>				
Action	Who	When	Measurement	Outcome
<b>1.1 Establish project</b> - input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>1.2 Play Strategy</b> Produce a first stage review of existing policy and legislation on play and leisure  <ul style="list-style-type: none"> <li>Explore potential for mapping exercise in Year 2</li> </ul>	RPSR  RPSR/C&P	Q4	<ul style="list-style-type: none"> <li>Mapping exercise</li> <li>Review of Play policies in district councils</li> <li>Action plan developed for supporting a mapping exercise</li> </ul>	Report setting out current policy and legislative situation in relation to Play and Leisure in Northern Ireland which will identify gaps and area of fieldwork/research required in year 2.
<b>1.3 Communications Activity</b> - Proactively seek PR opportunities on Play and Leisure including: Media, Partner events, Public Affairs, stakeholder communications and online activity	C&P/ Commissioner	ongoing	<ul style="list-style-type: none"> <li>Monitor the forward planning diary</li> <li>Develop calendar of events/activity</li> <li>Produce 4 media releases and briefings</li> <li>Organise 3 key media interviews</li> <li>Co-ordinate political contact/public affairs activity and liaison</li> <li>Support development of 1 keynote speech</li> <li>Develop and maintain play section of NICCY web site</li> </ul>	Influence public perception of the importance of Play and Leisure with regard to Safe Places

<b>Priority 1: Play &amp; Leisure</b> <b>Action Area: Safe Places</b>				
Action	Who	When	Measurement	Outcome
<b>1.4 Policy work</b> Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches	RPSR	ongoing	<ul style="list-style-type: none"> <li>Produce consultation responses in line with priorities</li> <li>Produce briefing papers</li> <li>Inquiry Reports</li> <li>Produce policy paper on Play</li> <li>Draft speeches</li> </ul>	Influence Policy and Practice relating to Play and Leisure
<b>1.5 Legal &amp; Casework</b> Monitor casework and queries to identify strategic cases/issues for further action	L&C		<ul style="list-style-type: none"> <li>Monthly reports reviewed by H o D</li> <li>Review of policy and legislative developments in relation to Play</li> </ul>	Influence policy, legislation and guidance relating to Play and Leisure
<b>1.6 UN Reporting</b> <ul style="list-style-type: none"> <li>Communicate concluding observations from UNCRC to key audiences</li> <li>Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 31 – Child's Right to Play</li> </ul>	RPSR/C&P	Q3 and Q4	<ul style="list-style-type: none"> <li>Communications plan developed</li> <li>Key audiences informed</li> <li>Concluding Observation discussed with relevant statutory partner</li> <li>Action Plan agreed and implemented</li> </ul>	Public perception on Play & Leisure influenced Government policy influenced Children's Rights to Play progressed

<b>Priority 2: Having Your Say</b> <b>Action Area: Being Heard and Making A Difference</b>				
Action	Who	When	Measurement	Outcome
<b>2.1 Establish project</b> input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>2.2 Working with marginalised children and young people</b> <ul style="list-style-type: none"> <li>Develop Action Research Project to facilitate the voice of marginalised children and young people</li> </ul>	C&P (support from RPSR as required)	Q2 Q2 – ongoing ongoing	<ul style="list-style-type: none"> <li>Identify partners/criteria</li> <li>Develop Terms of Reference and Action Plan developed for Year 1</li> <li>Engage children and young people</li> </ul>	Begin first stage development of model of good practice with children and young people Establishment of relationships with marginalised children and young people

<b>Priority 2: Having Your Say</b> <b>Action Area: Being Heard and Making A Difference</b>				
Action	Who	When	Measurement	Outcome
<b>2.3 Participation of children and young people in decision making bodies</b> <ul style="list-style-type: none"> <li>Develop Participation Standards (with Partners such as The Big Deal, and The Participation Network)</li> </ul>	C&P	Ongoing	<ul style="list-style-type: none"> <li>Work in partnership, in preparation for RPA, to develop standards of participation when working with children and young people</li> <li>Publication of Standards for Shadow Youth Councils and ELB youth forums</li> <li>Develop internal NICCY children and young people Governance policy plan and implement Hear by Right model of participation</li> </ul>	<p>Government influenced to adopt participation policy and standards</p> <p>Children and Young People have say in decisions that affect their lives (Art 12)</p>
<ul style="list-style-type: none"> <li>Review and further develop the Children's Rights Impact assessment tool (CRIA)</li> </ul>	RPSR	Q3	<ul style="list-style-type: none"> <li>Follow –up on evaluation of Consultation report</li> <li>Produce revised CRIA for use by NICCY and Statutory Authorities in developing Policy and legislation</li> <li>Develop Standards of Good practice for Statutory Agencies/public bodies</li> </ul>	<p>Influence Government to include Children's Rights in developing policy and legislation</p>
<ul style="list-style-type: none"> <li>Further develop Democra School programme</li> </ul>	C&P/L&C		<ul style="list-style-type: none"> <li>L&amp;C advice given on legislative processes</li> <li>Develop Public Affairs strategy to enable School Councils become part of School Development Plans and are inspected by ETI</li> </ul>	<p>Government influenced to bring forward school council legislation</p> <p>Influence a children and young people focused participative approach among statutory bodies</p> <p>Children and Young People's participation and capacity built</p>
<ul style="list-style-type: none"> <li>Develop Article 12 Policy Paper</li> </ul>	RPSR C&P	Q4	<ul style="list-style-type: none"> <li>Paper Produced and Launched</li> </ul>	<p>Influence Government to include Children's Rights in developing policy and legislation</p>

<b>Priority 2: Having Your Say</b> <b>Action Area: Being Heard and Making A Difference</b>				
Action	Who	When	Measurement	Outcome
<b>2.5 Develop NICCY Participation Advisory Forum</b>	C&P		<ul style="list-style-type: none"> <li>Terms of reference developed</li> <li>Two meetings facilitated by NICCY</li> <li>Work in partnership with key stakeholders to promote the voice of children and young people through participation</li> </ul>	<ul style="list-style-type: none"> <li>Advise Commissioner on state of participation with children and young people</li> <li>Identify gaps in service provision and avoid duplication of effort</li> <li>Determine area to pool resources</li> </ul>
<b>2.6 BINOCC Joint Activity</b> Develop and initiate Participation toolkit as part of BINOCC programme of work	Commissioner/ C&P		<ul style="list-style-type: none"> <li>Commissioner's joint BINOCC working programme agreed</li> <li>Participation Toolkit concept explored</li> </ul>	BINOCC members use common resources for greater involvement of children and young people Economies of scale across BINOCC
<b>2.7 Communications Activity -</b> Proactively seek PR opportunities on Having Your Say including: Media, Partner events, Public Affairs, stakeholder communications and online activity	C&P/ Commissioner	ongoing	<ul style="list-style-type: none"> <li>Monitor the forward planning diary</li> <li>Develop calendar of events/activity</li> <li>Produce 4 media releases and briefings</li> <li>Organise 3 key media interviews</li> <li>Co-ordinate political contact/public affairs activity and liaison</li> <li>Support development of 1 keynote speech</li> <li>Develop and maintain Having Your Say section of NICCY web site</li> </ul>	Influence public perception of the importance of Having Your Say with regard to Being Heard and Making a Difference

<b>Priority 2: Having Your Say</b> <b>Action Area: Being Heard and Making A Difference</b>				
Action	Who	When	Measurement	Outcome
<b>2.8 Policy work</b> Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches	RSPR  C&P	Ongoing	<ul style="list-style-type: none"> <li>Produce consultation responses</li> <li>Produce briefing papers</li> <li>NICCY Youth Panel involved in consultation responses in relation to children and young people in decision-making bodies as appropriate</li> </ul>	Government Policy influenced in relation to Article 12  Children and Young People have direct say in decisions that affect their lives
<b>2.9 Legal &amp; Casework</b> <ul style="list-style-type: none"> <li>Maintain and develop existing complaints and advocacy service</li> <li>Develop outreach clinics</li> <li>Monitor developments regarding voice of young person in Private Law proceedings</li> </ul>	L&C		<ul style="list-style-type: none"> <li>Identify of localities for Outreach service</li> <li>Develop casework service at local level where children and young people are</li> <li>Involvement with COAC and other agencies</li> </ul>	Children and young people enabled to make complaints about services  Voice of children and young people in private law proceedings developed
<b>2.10 Develop protocol</b> on use of peer researchers	RSPR	Q3	<ul style="list-style-type: none"> <li>Specification and policy for researchers</li> <li>Recruit and train peer researchers</li> </ul>	Influence participative approach within NICCY
<b>2.11 UN Reporting</b> <ul style="list-style-type: none"> <li>Communicate concluding observations from UNCRC to key audiences</li> <li>Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 12</li> </ul>	RPSR/C&P	Q3-Q4	<ul style="list-style-type: none"> <li>Communications plan developed</li> <li>Key audiences informed</li> <li>Concluding Observation discussed with relevant statutory partner</li> <li>Action Plan agreed and implemented</li> </ul>	Public perception of Children and Young People having a voice and being heard influenced Government policy influenced

<b>Priority 2: Having Your Say</b> <b>Action Area: Being Heard and Making A Difference</b>				
Action	Who	When	Measurement	Outcome
<b>2.12 NICCY UNCRC Awareness</b> <ul style="list-style-type: none"> <li>Continue to raise awareness of Children's Rights</li> </ul>	C&P		<ul style="list-style-type: none"> <li>Continue to run the 'Train the Trainers Programme'</li> <li>Explore other opportunities for promoting the UNCRC using the Train the Trainers model</li> <li>Further develop UNCRC workshop resources on <a href="http://www.niccy.org">www.niccy.org</a></li> </ul>	Adult stakeholders and young people have knowledge of UNCRC and access to resources
<b>2.13 NICCY Youth Panel</b> <ul style="list-style-type: none"> <li>Implement recommendations from review of the Youth Panel</li> </ul>	C&P/SMT		<ul style="list-style-type: none"> <li>Develop action plan to outwork recommendations as agreed between NYP /SMT</li> <li>NYP 85% satisfied in their level of participation</li> </ul>	NICCY Youth Panel continue to advise, influence and participate in the work of the Commissioner and her office

<b>Priority 3: Wellbeing and Mental Health</b> <b>Action Area: Right Mental Health Services</b>				
Action	Who	When	Measurement	Outcome
<b>3.1 Establish project</b> input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>3.2 DE Emotional Wellbeing in schools</b> <ul style="list-style-type: none"> <li>Scope and research best practice in promoting emotional health and wellbeing in post primary schools in partnership with DE and others</li> </ul>	RPSR  C&P	Q3  Q3	<ul style="list-style-type: none"> <li>Recruit and train peer researchers</li> <li>Fieldwork</li> <li>Written agreement with DE</li> <li>Report with recommendations</li> <li>Examples of Good practice identified</li> </ul>	Access to a range of support for children in post primary schools  DE implements recommendations
<b>3.3 Communications Activity -</b> Proactively seek PR opportunities on Wellbeing and Mental Health including: Media, Partner events, Public Affairs, stakeholder communications and online activity	C&P/ Commissioner	ongoing	<ul style="list-style-type: none"> <li>Monitor the forward planning diary</li> <li>Develop calendar of events/activity</li> <li>Produce 4 media releases and briefings</li> <li>Organise 3 key media interviews</li> <li>Co-ordinate political contact/public affairs activity and liaison</li> <li>Support development of 1 keynote speech</li> <li>Develop and maintain wellbeing and mental health section of NICCY web site</li> </ul>	Influence public perception of the importance of Wellbeing and Mental Health with regard to the right mental health services



<b>Priority 3: Wellbeing and Mental Health</b>				
<b>Action Area: Right Mental Health Services</b>				
<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Measurement</b>	<b>Outcome</b>
<b>3.4 Policy work</b> Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches	RPSR	Ongoing	<ul style="list-style-type: none"> <li>• Production of consultation responses</li> <li>• Production of briefing papers</li> </ul>	Government Policy Influenced in relation to Article xxx
<b>3.5 Legal &amp; Casework</b> <ul style="list-style-type: none"> <li>• Monitor Casework to identify strategic cases/ legal issues for further action</li> <li>• Write and submit report to UN Discussion Day on the Children's Right to Education in Emergency Situations</li> </ul>	L & C		<ul style="list-style-type: none"> <li>• Monthly reports reviewed by H o D</li> <li>• Review of Policy and legislative developments in Mental Health</li> <li>• Report written</li> <li>• Attendance at Discussion day</li> <li>• Recommendations made</li> </ul>	Policy and Legislation influenced  To influence the Committee of the Rights of the Child general comment on children's rights to access to education in emergency situations
<b>3.6 UN Reporting</b> <ul style="list-style-type: none"> <li>• Communicate concluding observations from UNCRC to key audiences</li> <li>• Follow up on concluding observations from UNCRC with relevant government departments in relation to Article 12</li> </ul>	RPSR/C&P	Q3-Q4	<ul style="list-style-type: none"> <li>• Communications plan developed</li> <li>• Key audiences informed</li> <li>• Concluding Observation discussed with relevant statutory partner</li> <li>• Action Plan agreed and implemented</li> </ul>	Public perception of Children and Young People on wellbeing and mental health influenced Government policy influenced

<b>Priority 4: Protection</b> <b>Action Area: Child Abuse</b>				
Action	Who	When	Measurement	Outcome
<b>4.1 Establish project</b> input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>4.2 Physical Punishment Judicial Review</b> Pursue appeal from Judicial Review on Physical Punishment	L&C  C&P		<ul style="list-style-type: none"> <li>Submissions lodged</li> <li>Arguments heard</li> <li>Judgement received</li> <li>Produce and implement Communications/Media plan</li> </ul>	Influence legislation on banning physical punishment  Manage NICCY's reputation
<b>4.3 Physical Punishment Report</b> Complete and launch report	RSPR C&P	Q3	<ul style="list-style-type: none"> <li>Publish report</li> <li>Launch Report</li> </ul>	Influence legislation, policy and practice
<b>4.4 Positive Parenting</b> Explore possibility of campaign with partners	C&P		<ul style="list-style-type: none"> <li>Explore opportunities for a campaign with partners and produce a proposal</li> <li>Develop partnerships i.e. Children Are Unbeatable</li> </ul>	Public perception influenced on Positive Parenting as opposed to physical punishment
<b>4.5 RE: 'E' Case</b> (Holy Cross School Case) Pursue case through the House of Lords to relation to protection of Child 'E'	L&C		<ul style="list-style-type: none"> <li>Petition and Submissions lodged with House of Lords</li> <li>Arguments heard</li> <li>Judgement received</li> </ul>	Clarify state's duties to protect and safeguard children  Uphold the rights of children and young people under ECHR and UNCRC

<b>Priority 4: Protection</b> <b>Action Area: Child Abuse</b>				
Action	Who	When	Measurement	Outcome
<b>4.6 Communications Activity</b> - Proactively seek PR opportunities on Protection including: Media, Partner events, Public Affairs, stakeholder communications and online activity	C&P/L&C/ Commissioner	ongoing	<ul style="list-style-type: none"> <li>• Monitor the forward planning diary</li> <li>• Develop calendar of events/activity</li> <li>• Produce 4 media releases and briefings</li> <li>• Organise 3 key media interviews</li> <li>• Co-ordinate political contact/public affairs activity and liaison</li> <li>• Support development of 1 keynote speech</li> <li>• Develop and maintain protection section of NICCY web site</li> </ul>	Influence public perception of the importance of Protection with regard to child abuse
<b>4.7 Policy work</b> Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches	RSPR	Ongoing	<ul style="list-style-type: none"> <li>• Produce consultation responses</li> <li>• Produce briefing papers</li> <li>• Produce Inquiry Reports</li> <li>• Produce policy paper on Play</li> <li>• Draft speeches</li> </ul>	Influence Policy and Practice relating to Protection
<b>4.8</b> Develop policy paper on physical punishment and Positive parenting & deliver recommendations to the relevant agencies	RSPR	Q4	<ul style="list-style-type: none"> <li>• Develop Plan</li> <li>• Review data</li> <li>• Consult stakeholders</li> <li>• Produce Paper</li> </ul>	Government Policy Influenced

<b>Priority 4: Protection</b> <b>Action Area: Child Abuse</b>				
Action	Who	When	Measurement	Outcome
<b>4.9 Launch and Deliver</b> recommendaions to relevant agencies of various policy papers <ul style="list-style-type: none"> <li>Road safety</li> <li>Sexual health</li> </ul>	RSPR/C&P	Q1 Q2	<ul style="list-style-type: none"> <li>Meeting with relevant Officials</li> <li>Papers produced and launched</li> </ul>	Government Policy Influenced
<b>4.10 UN Reporting</b> <ul style="list-style-type: none"> <li>Communicate concluding observations from UNCRC to key audiences</li> <li>Follow up on concluding observations from UNCRC with relevant government departments in relation to Article ??</li> </ul>	RPSR/C&P	Q1-Q4	<ul style="list-style-type: none"> <li>Communications plan developed</li> <li>Key audiences informed</li> <li>Concluding Observation discussed with relevant statutory partner</li> <li>Action Plan agreed and implemented</li> </ul>	Public perception of protection of Children and Young People from abuse influenced Government policy influenced
<b>4.11 BINOCC Work</b> Scope possible BINOCC work- unaccompanied asylum seeking children	RPSR	Q3	<ul style="list-style-type: none"> <li>Plan of work agreed</li> <li>Meetings with Ministers held</li> <li>Paper written</li> </ul>	Produce report for annual commissioner statement Asylum seeking children are protected
<b>4.12</b> Consider review of Child death reports with ROI	RPSR	Q2	<ul style="list-style-type: none"> <li>Develop Plan</li> <li>Lit Review</li> <li>Consult stakeholders</li> <li>Produce report</li> </ul>	Influence policy and practice in improve learning in relation to prevention of child deaths

<b>Priority 5: Equal Treatment</b> <b>Action Area: Discrimination</b>				
Action	Who	When	Measurement	Outcome
<b>5.1 Establish project</b> input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>5.2</b> Deliver and follow up the recommendations of research on <ul style="list-style-type: none"> <li>Traveller Education</li> <li>Advocacy for disabled children</li> <li>Poverty</li> </ul>	RPSR	Q1 Q1 Q1	<ul style="list-style-type: none"> <li>Action plans agreed</li> </ul>	Influence change in government policy
<b>5.3 Commission and support</b> the writing of Information Pack on Poverty in Northern Ireland with Equality Commission, Human Rights Commission and Northern Ireland Anti-Poverty Network	RPSR	Q3	<ul style="list-style-type: none"> <li>External steering group established</li> <li>Contract agreed</li> <li>Plan of work agreed</li> </ul>	To produce data for updating reference document in year 2
<b>5.4 Communications Activity</b> - Proactively seek PR opportunities on Equal Treatment including: Media, Partner events, Public Affairs, stakeholder communications and online activity	C&P/ Commissioner	ongoing	<ul style="list-style-type: none"> <li>Monitor the forward planning diary</li> <li>Develop calendar of events/activity</li> <li>Produce 4 media releases and briefings</li> <li>Organise 3 key media interviews</li> <li>Co-ordinate political contact/public affairs activity and liaison</li> <li>Support development of 1 keynote speech</li> <li>Develop and maintain equal treatment section of NICCY web site</li> </ul>	Influence public perception of the importance of Equal Treatment with regard to Discrimination

<b>Priority 5: Equal Treatment</b> <b>Action Area: Discrimination</b>				
Action	Who	When	Measurement	Outcome
<b>5.5 Policy work</b> Produce consultation responses, inquiry reports, submissions, briefings for Commissioner/SMT as required and policy information for speeches	RPSR	Ongoing	Produce <ul style="list-style-type: none"> <li>• Consultation responses</li> <li>• Briefing papers</li> <li>• Inquiry Reports</li> <li>• Speeches</li> </ul>	Government policy influenced
<b>5.6 Legal &amp; Casework</b> Monitor casework and queries to identify strategic cases/issues for further action	L&C		<ul style="list-style-type: none"> <li>• Monthly reports reviewed by HoD</li> <li>• Review of policy and legislative developments in relation to Equal Treatment</li> </ul>	To influence policy, legislation and guidance
<b>5.7</b> Review recommendations of speech and language taskforce and advise government	RPSR	Q2	<ul style="list-style-type: none"> <li>• Meetings with Gov Officials</li> <li>• Action plan agreed</li> </ul>	Influence Access to SALT services for all those in need
<b>5.8 UN Reporting</b> <ul style="list-style-type: none"> <li>• Communicate concluding observations from UNCRC to key audiences</li> <li>• Follow up on concluding observations from UNCRC with relevant government departments in relation to Article ??</li> </ul>	RPSR/C&P	Q3-Q4	<ul style="list-style-type: none"> <li>• Communications plan developed</li> <li>• Key audiences informed</li> <li>• Concluding Observation discussed with relevant statutory partner</li> <li>• Action Plan agreed and implemented</li> </ul>	Public perception of Equal Treatment of Children and Young People from discrimination influenced Government policy influenced
<b>5.9 BINOCC Joint Activity</b> <ul style="list-style-type: none"> <li>• Explore possibility of a campaign to raise awareness of how children and young people are treated in the media</li> </ul>	C&P		Engage with BINOCC partners on agenda for joint meeting	Influence negative perceptions of Children and Young People

<b>6. Corporate Objectives</b>				
<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Measurement</b>	<b>Outcome</b>
<b>6.1 Establish project</b> input from teams (based on required skill set) and NICCY Youth Panel	SMT	Q1 Q2 – Q4	<ul style="list-style-type: none"> <li>Project Team in place</li> <li>Develop project action plan</li> <li>Implement action plan</li> </ul>	Agree and implement Action Plan including roles, responsibilities, milestones, budget and any potential partners
<b>6.2 Children’s Rights Review</b> <ul style="list-style-type: none"> <li>Complete Children’s rights report</li> <li>Merge internal and external reports to produce final report</li> <li>Design, print and launch final report</li> </ul>	RPSR  C&P	Q3-Q4	<ul style="list-style-type: none"> <li>Identification of relevant research</li> <li>Identification of Policy and legislation</li> <li>Production of report merging all data sources</li> <li>Report published and launched in September 2008</li> </ul>	Final report on current state of children’s rights in Northern Ireland which will be used to influence legislation, policy and practice in the field
<b>6.3 UNCRC Country Report</b> <ul style="list-style-type: none"> <li>Report to UNCRC pre-sessional</li> </ul>	SMT/CE	Q2	<ul style="list-style-type: none"> <li>Report completed</li> <li>BINOCC communications plan implemented</li> <li>Evidence given</li> <li>Recommendations pursued</li> </ul>	Concluding observations to state party influenced
<b>6.4 Formal investigation</b> <ul style="list-style-type: none"> <li>Carry out investigation or service reviews as appropriate</li> </ul>	RPSR/L&C/ C&P	As appropriate	<ul style="list-style-type: none"> <li>Produce Terms of Reference</li> <li>Establish Review</li> <li>Develop plan</li> <li>Carry out fieldwork</li> <li>Write report with recommendations</li> <li>Develop communications plan</li> </ul>	To influence best practice

<b>6. Corporate Objectives</b>				
<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Measurement</b>	<b>Outcome</b>
<b>6.5 Corporate Communications</b> <ul style="list-style-type: none"> <li>Undertake a major awareness survey with key stakeholders</li> </ul>	C&P/CE		<ul style="list-style-type: none"> <li>Develop terms of reference</li> <li>Produce specification, tender and appoint consultancy to undertake work</li> <li>Review findings of survey to develop an Action Plan</li> </ul>	Establish a benchmark of extent of public perception of NICCY Influence NICCY communications plan for year 2 and 3
<b>6.6 Corporate Reputation and Raising Awareness</b> <ul style="list-style-type: none"> <li>Promote the role and function of the Commissioner</li> <li>Communicate NICCY's work and priorities</li> <li>Outreach Programme/ Regional Development</li> <li>Undertake Schools Awareness Programme</li> </ul>	Commissioner/ C&P  SMT C&P SMT  CE/L&C/C&P  C&P	Ongoing	<ul style="list-style-type: none"> <li>Identify and support public relations opportunities/activities/events</li> <li>Develop a Corporate Communications Plan</li> <li>NICCY Awareness toolkit developed and all staff trained in its use</li> <li>Deliver information sessions to 100 stakeholders by key staff</li> <li>Develop regional programme to include all teams within NICCY</li> <li>NICCY promotional materials delivered to every Year 8 pupil in NI</li> </ul>	Awareness raised of the role and work of NICCY  Awareness raised of the role and work of NICCY  NICCY regional presence is continued and enhanced



<b>6. Corporate Objectives</b>				
Action	Who	When	Measurement	Outcome
<b>6.7 Corporate Publications</b> <ul style="list-style-type: none"> <li>Publish a range of NICCY Publications</li> </ul>	C&P		Publish a range of materials including: <ul style="list-style-type: none"> <li>Annual Review</li> <li>Xmas Card</li> <li>Corporate Plan</li> <li>Ezine x 2</li> <li>CRR report and children and young people version</li> <li>Policy Papers x 3</li> <li>Report on emotional health &amp; wellbeing</li> </ul>	Raise awareness of NICCY and its work
<b>6.8 Develop NICCY Online Presence</b>	C&P		<ul style="list-style-type: none"> <li>Develop new Corporate website to ensure it is fit for purpose for the new Corporate Plan</li> <li>Explore social networking as communications tool</li> </ul>	Website influences perception of NICCY Awareness raised of the role and work of the Commissioner Communicate with CHILDREN AND YOUNG PEOPLE where they are at (Article 7 NICCY Order)
<b>6.9 Review of Office</b> <ul style="list-style-type: none"> <li>Review and implement recommendations from Deloitte Report</li> </ul>	Commissioner/CE/HODs		<ul style="list-style-type: none"> <li>Develop and implement Action Plan for carrying out recommendations</li> </ul>	Establish corporate structures that are fit for purpose and ensure the organisation can meet its corporate objectives
<b>6.10 Ethics Committee</b> <ul style="list-style-type: none"> <li>Review, maintain and support the work of NICCY Ethics and Shadow Ethics Committees</li> </ul>	RPSR	Ongoing	<ul style="list-style-type: none"> <li>Meetings x3 per annum for both Committees</li> <li>Training of Committees</li> </ul>	All NICCY research and review work will be carried out to highest ethical standards

<b>6. Corporate Objectives</b>				
<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Measurement</b>	<b>Outcome</b>
<b>6.11 Corporate Functions</b> <ul style="list-style-type: none"> <li>Provide Corporate Services support for the organisation</li> </ul>	CE		<ul style="list-style-type: none"> <li>Review existing NICCY policies and develop new policies as required</li> <li>HR services including recruitment of new staff as required</li> <li>Review Employers of Choice Scheme</li> <li>Finance services including preparation and maintenance of annual and monthly accounts</li> <li>Facilities management including maintaining building and IT infrastructure</li> <li>Staff development and training</li> <li>Coordinate corporate/business planning activity</li> <li>Monitor corporate risk for the organisation and liaise with Audit and Risk Committee</li> </ul>	Ensure organisational structures are fit for purpose to deliver corporate and financial plans.
<ul style="list-style-type: none"> <li>Corporate Reporting</li> </ul>	CE		<ul style="list-style-type: none"> <li>Produce 07- 08 Annual Report</li> <li>Produce 09 – 10 Business Plan</li> </ul>	