

Corporate Goal: Listen to and encourage the active involvement and engagement of C&YP and their parents <i>Article 12 of the UNCRC</i>				
No	Actions	Who & by when	Measurement	Impact
1.1 a Art 12	Engage with children and young people and, where appropriate, their parents/carers and / or parents'/carers' representative groups	Commissioner, SMT & All staff <i>Throughout the year</i>	<p>300 individual face to face meetings with Children and Young people, at pre-school (20%), primary school (40%) and post-primary school (40%) age, their parents or carers, across a range of settings.</p> <p>A minimum of 10% of all interactions will be with children and young people with a disability or with special needs.</p> <p>Satisfaction levels amongst children and young people and where appropriate, parents, in respect of engagement and participation are high (>85%) as measured by survey</p>	<p>All children and young people, including those who are 'hard to reach', are heard and their views respected</p> <p>Specifically, in its work in 2006/07, children and young people:</p> <ul style="list-style-type: none"> ✓ in residential care facilities ✓ in hospital ✓ in secure and semi-secure settings <p>are heard and their views respected</p>

[illegible]

Corporate Goal Influence and improve the law relating to Children and Young People <i>Article 4 UNCRC</i>				
No	Actions	Who & by when	Measurement	Impact
1.2 d	Identify legislative recommendations from the UN Committee on the Rights of the Child 'Country Report', not implemented since the last hearing and lobby for their implementation.	Head of L&Cs <i>By end of Quarter 1</i>	All recommendations are actively considered, debated and >75% of key recommendations are accepted	Children and young people rights are safeguarded
1.2 e	Disseminate evaluation of NICCY's powers against the Paris Principles for Human Rights Institutions and inform and influence OFMDFM in the review of NICCY to ensure compliance.	Head of L&Cs <i>By end of Q1</i>	""	NICCY is in compliance with best international practice
1.2 f	Monitor casework to identify strategic 'test' cases with the potential to make improvements in legislation relating to Children and Young People.	Casework team and LFC On-going	""	Children and young people rights are safeguarded

Corporate Goal Influence and improve policy and practice relating to Children and Young People				
No	Actions	Who & by when	Measurement	Impact
1.3 a	Prepare for the 'Country Report' to the UN Committee on the Rights of the Child.	SMT: Head of R & SR <i>In line with UN Timetable</i>	Compliance with UNCRC	Children and young people's rights are safeguarded and services provided to them are adequate and effective
	Report to the UN study on the right of the child to be heard	Head of R & SR <i>As required</i>	All recommendations are actively considered, debated and all key recommendations are accepted	Children and young people feel safer
1.3 b	Publish and promote Schools' Councils guidelines	Head of C&P <i>By end of Q3</i> <i>By Q4</i>	All NI schools to receive copy of School Council guidelines Best practice model pilot established in 20 schools Guidelines adopted by DE	Best practice is maximised and poor practice is minimised Children and young people are heard and their views respected
	Publish and promote evidence based best practice guidance on bullying with a range of partners	Head of C&P <i>By end of Q3</i> <i>By Q4</i>	All NI schools to receive copy of Anti-bullying guidelines. Best practice model pilot established in 40 schools. Guidelines adopted by DE.	Children and young people help to shape policies and practice affecting their lives

Corporate Goal Influence and improve policy and practice relating to Children and Young People				
No	Actions	Who & by when	Measurement	Impact
1.3 d	<p>Communicate NICCY's policy position on;</p> <ul style="list-style-type: none"> Physical Punishment Play Mental Health RPA Budget and Priorities and CSR Family Support Children's Strategy Poverty Aspergers Children's Involvement in Care Planning Young People's involvement in Inspection, Research and Review Traveller Children Anti-bullying <p>through evidence based responses to policy and other consultations, in meeting Article 7 of the NICCY Order 2003 and through workshops and events following publication of Reports.</p>	<p>SMT: <i>On-going</i></p>	<p>All recommendations are actively considered, debated and key recommendations are accepted</p> <p>Key responses include the voice of Children and Young people accessed by NICCY through its Youth Panel and other participatory frameworks.</p>	<p>Children and young people's rights are safeguarded and services provided to them are adequate and effective</p> <p>Children and young people feel safer</p> <p>Best practice is maximised and poor practice is minimised</p> <p>Children and young people are better protected and are more involved in the key decisions that affect their lives</p> <p>Children and young people help to shape policies and practice affecting their lives</p>

Corporate Goal Influence and improve policy and practice relating to Children and Young People				
No	Actions	Who & by when	Measurement	Impact
1.3.e Art 2,3,4 & 6	Disseminate findings of report into child protection in boarding schools.	Head of Legal and Complaints <i>On-going</i>	Recommendations are actively considered, debated and key recommendations are accepted by all boarding schools in NI	Schools develop anti-bullying ethos
1.3f	Review policy developments in GB and make recommendations for policy and service improvements in N. Ireland (including UK wide joint policy work with GB Children's Commissioners)	Head of R&S <i>On-going</i>	Policies meet best practice standards and implementation of review recommendations. Children and young people in Northern Ireland are offered at least the same level of services and/or protection, as children and young people in GB	Children and young people's rights are safeguarded and services provided to them are adequate and effective Children and young people feel safer Best practice is maximised and poor practice is reduced
1.3 f	Monitor casework to identify major policy and service deficits.	Head of Legal and Complaints <i>On-going</i>	Feedback from casework	Children and young people are better protected and are more involved in the key decisions that affect their lives
1.3 g	Conduct an attitude survey and awareness campaign in a pre-selected number of retail outlets into how 'child and young person' friendly they are.	Head of C&P Head of R&S <i>By end of Q3</i>	Research completed to time, meeting terms of reference, findings are analysed and clear recommendations made	Children and young people help to shape policies and practice affecting their lives.

Corporate Goal Conduct formal investigations under articles 9, 10 and 12 of the NICCY Order				
No	Actions	Who & by when	Measurement	Impact
1.4 a	Undertake a Formal Investigation of complaints system in one functional area of the criminal justice system.	Head of R & SR <i>By the end of Q4</i>	Review completed to time, meeting terms of reference, findings are analysed and clear recommendations made. Young people within the juvenile justice system are provided with the information and advice to help them take part in an investigation	Best practice is maximised Poor practice is minimised Children and young people's rights are safeguarded and services provided to them are adequate and effective Children and young people feel safer
1.4 b	Undertake a review of the advocacy arrangements in a number of pre-selected H&SS Trust areas for those children cared for by the Trust who have a profound disability	Head of R & SR <i>By the end of Q3</i>	Review completed to time, meeting terms of reference, findings are analysed and clear recommendations made Young people with a profound disability are provided with the support to take part in the investigation	

Corporate Goal Conduct formal investigations under articles 9, 10 and 12 of the NICCY Order				
No	Actions	Who & by when	Measurement	Impact
1.4 c	Commission a review of educational provision for Traveller children	Head of R & SR <i>By the end of Q3</i>	Review completed to time, meeting terms of reference, findings are analysed and clear recommendations made. Young traveller children are provided with the support to take part in the review.	
1.4 d	Keep under review the need for formal investigations in relation to all issues affecting children and young people	SMT <i>As required</i>	Issues for Formal Investigation are appropriate and meet our criteria.	
1.4 e	Monitor casework to ensure issues for formal investigation are identified	Head of L&Cts <i>As above</i>	Feedback from casework	

Corporate Goal Provide a responsive, accessible and targeted complaints and advice service Provide targeted assistance to Children and Young People in legal proceedings				
No	Actions	Who & by when	Measurement	Impact
1.5 a Art 2,3,4 & 12	Provide complaints and advice service to meet agreed casework objectives with clients	LFC Head of L&Cts <i>On-going</i>	>80% of Casework objectives are achieved	Children and young people are able to access NICCY's Advice and Complaints service
1.5 b Art 2,3,4 & 12	Support a range of cases in line with legal funding criteria	<i>On-going</i>	Satisfaction rate of children and young people accessing the service is greater than 90%	Children and young people rights are safeguarded Best practice is maximised Poor practice is minimised

Corporate Goal Promote awareness of our work and develop and maintain effective relationships with key organisations				
No	Actions	Who & by when	Measurement	Impact
1.6 a Art 4, 12 & 42	Provide general information and, where appropriate, training in the UNCRC to a range of children and young people and, where appropriate to parents / parents groups and prepare and deliver targeted rights based workshop for Traveller Children and Young People	Head of C&P <i>On-going</i>	<p>5000 children and young people have their awareness about their rights raised are and/or are trained in UNCRC including 1000 visits to NICCY offices and 1000 children and or young people trained through training the trainers.</p> <p>No. of children and young people with special educational needs visiting NICCY offices is proportionate to overall target (>10%).</p> <p>Satisfaction levels amongst c&yp and where appropriate, parents, in respect of engagement and participation are high (>85%) as measured by survey.</p>	<p>Children and young people and their parents are made aware of their rights</p> <p>Service providers awareness is raised</p> <p>Support from key stakeholders is maximised</p> <p>NICCY's reputation is managed, protected & enhanced</p> <p>Positive media coverage is maximised</p> <p>Negative media coverage is minimised</p>

Corporate Goal Promote awareness of our work and develop and maintain effective relationships with key organisations				
No	Actions	Who & by when	Measurement	Impact
1.6 b	Develop and maintain a range of formal and informal links with statutory service providers, voluntary and community organisations and groups across Northern Ireland	Commissioner and SMT <i>On-going</i>	<ul style="list-style-type: none"> • 50 individual meetings with stakeholder organisations • 15 Key Note speeches • Support from stakeholders is evident in the media and other areas of influence 	<p>Children and young people and their parents are made aware of their rights</p> <p>Service providers awareness is raised</p>
1.6 c	Provide an appropriate communications and public affairs response to all relevant issues	Head of C&P <i>On-going</i>	<p>Levels of positive media coverage inc 25 media interviews</p> <p>Media opinion is informed by NICCY's response to requests for information</p>	<p>Support from key stakeholders is maximised</p> <p>NICCY's reputation is managed, protected & enhanced</p>
1.6 d	Further develop/maintain NICCY website as a key vehicle in communicating NICCY's messages	Head of C&P <i>By end of Q4</i>	15% increase on 05/06 baseline in visits to NICCY website	Positive media coverage is maximised
1.6 e	Develop awareness of NICCY across all young people starting post-primary education through the use of age appropriate promotional materials.	Head of C&P <i>By end of Q2</i>	>75% of all children receive promotional materials	<p>Negative media coverage is minimised</p> <p>Raise young people's awareness of NICCY</p>

Corporate Goal Develop, implement and evaluate a research strategy to inform the work of NICCY				
No	Actions	Who & by when	Measurement	Impact
2.1 a	Conduct research into the adequacy and effectiveness of sexual health services for young people across NI	Head of R & SR <i>by the end of Q4</i>	Research completed on time, meeting terms of reference, findings are analysed, clear recommendations made and evidence based policy position for NICCY is adopted	The rights of children and young people are promoted and protected
2.1 c	Develop NICCY's Ethics Policy and Procedures <ul style="list-style-type: none"> - induct, develop and support Ethics Committee - monitor work undertaken both by NICCY staff and organisations commissioned by NICCY to ensure conformity to the ethical standards of NICCY. 	Head of R & SR <i>On-going</i>	<p>Research completed to time, meeting terms of reference, findings are analysed and clear recommendations made</p> <p>Committee in place and working effectively and all research commences with approval of committee</p>	<p>Ensure NICCY's activities are supported by sound evidence and best practice</p> <p>Raised awareness of stakeholders and others external to NICCY</p> <p>Improved decision making by a wider audience in respect of issues affecting children and young people</p>
2.1 d	Support the Research being undertaken by Joseph Rowntree Trust in Northern Ireland on the impact of Poverty on Children	<i>Head of Research</i> <i>End of Q4</i>	Research completed to time, meeting terms of reference, findings are analysed and clear recommendations made	Impact of poverty on children is highlighted; policy and practical changes are implemented

Corporate Goal Develop and evaluate a programme of service reviews & investigations using agreed criteria				
No	Actions	Who & by when	Measurement	Impact
2.2 a	Review the Actions detailed by Government Departments in relation to the Report " A Right to Protection	Head of R & SR <i>by the end of Q2</i>	>75% of NICCY recommendations are acted upon leading to measured improvements in the rights and best interests of children and young people	Best practice maximised Poor practice minimised
2.2 b	Complete work on the reviews of <ul style="list-style-type: none"> • Mental Health advocacy • Aspergers • Physical punishment • Child Centred Care Disseminate findings and lobby for implementation of recommendations	Head of R & SR <i>by the end of Q1</i>	All research commences with approval from ethics committee	The rights of children and young people are promoted and protected

Corporate Goal: Develop, consult on and implement criteria and processes for assisting complainants				
No	Actions	Who & by when	Measurement	Impact
2.3 a	Maintain criteria for assisting complainants and disseminate to; children and young people, the statutory, private and public legal, voluntary and community sectors	Head of L&Cs <i>On-going</i>	>80% of casework objectives are met Level of complaints about NICCY service is less than 5% of all cases assisted	NICCY uses its resources to best strategic benefit for children and young people Children and young people's rights are upheld
2.3 b	Further develop redress policy and procedure to include a protocol with OFMDFM on the handling of complaints about NICCY's casework and customer feedback	Head of L&Cs <i>By end of Q2</i>	Number of strategic cases assisted increases by 15% over 2005/06 baseline Achieve and maintain external accreditation	Services to children and young people are improved Risk to NICCY is minimised
2.3 c	Achieve and maintain Lexcel accreditation	Head of L&Cs <i>By the end of Q1</i>		Best practice is adopted Poor practice is minimised
2.3 d	Undertake casework review	CE and Head of L&Cs <i>by the end of Q2</i>	Enhanced organisational effectiveness, targeting of resources and consistency with legislative requirements	

Corporate Goal Develop, implement and evaluate a communications strategy:				
No	Actions	Who & by when	Measurement	Impact
2.4a	Raise awareness of NICCY through pro-active media relations	Head of C&P <i>On-going</i>	75% Positive media coverage 75% of media enquiries responded to within 24 hours Support from stakeholders is evident in the media and other areas of influence Evidence of a broad range of media organisations covering NICCY stories	NICCY's corporate reputation is protected and enhanced NICCY is well recognised by a range of stakeholders as a source of expert opinion and advice in Northern Ireland
2.4b	Establish a BINOCC working group on Communications	Head of C&P <i>On-going</i>	Enhanced collaboration with other Commissioner bodies through meeting twice a year	Risk is minimised
2.4 c	Utilising results of awareness levels survey:- 1. Assess recommendations from survey 2. Identify gaps in awareness 3. incorporate findings in ongoing support of NICCY business 4. Plan future communications activity	Head of C&P <i>As required</i>	Increased awareness of NICCY Recognition rates improve by 100% on baseline over the next two years with both children and young people and adults	All communication activities hear and respect the voice of children and young people and meet requirements of NICCY legislation, good governance and best practice. Legislative requirements are met

Corporate Goal Develop, implement and evaluate a communications strategy:

No	Actions	Who & by when	Measurement	Impact
2.4 d	Produce appropriate publications / promotional materials to support the work of NICCY including: <ul style="list-style-type: none"> 1. Annual Report 2. Innovative Annual Review 3. Anti-bullying Guidelines 4. School Council Guidelines 5. Range of other information / promotional / advertising / publication materials 6. Ad hoc advertising and sponsorship as required 7. Production and distribution of NICCY awareness raising materials 	Head of C&P Q3 Q2 Q3 Ongoing Ongoing Ongoing Q1-Q3	Produce Annual Report including relevant copywriting, design and printing and ensuring report is laid before Parliament (in conjunction with 4.2b(v)) Publications and promotional items produced and distributed according to timeframe	As above Schools made aware of best practice Children and young people are made aware of their rights Service providers awareness is raised, i.e. Dept. of Ed Support from key stakeholders is maximised
2.4e	Run 2 key events to further endorse and promote NICCY's work	Head of C&P Q1 – Q4	Support from stakeholders is evident in the media and other areas of influence. Satisfaction rating of 85% for children and young people involved in the events	Positive media coverage is maximised

Corporate Goal Develop, implement and evaluate effective internal policies and procedures				
No	Actions	Who & by when	Measurement	Impact
2.5 a	Implement Equality Scheme Action Plan	CSM SMT (as key internal customer) <i>Ongoing</i>	<ul style="list-style-type: none"> - Reports to SMT on a quarterly basis - Exception reporting - Level of complaints about scheme or services on the basis of equality - Action plan delivered in accordance with agreed timescales 	NICCY's services are available to all children and young people in Northern Ireland
2.5 b	Maintain and monitor Corporate and Team Risk Registers based on best practice; implement action plan relating to Corporate Services Risk Register.	CSM SMT and Audit Cttee (as key internal customer) <i>Ongoing</i>	<ul style="list-style-type: none"> - Quarterly report discussed and updated at SMT and at Audit and Risk Committee - No of breaches of best corporate governance practice - Action plan complied with within agreed timescales 	<p>Best Corporate Governance practice</p> <p>Minimise risk to NICCY</p>
2.5 c	Review Financial Procedures and Anti-fraud policy.	CSM Q2	<ul style="list-style-type: none"> - No of breaches of best corporate governance practice - Exception reporting 	<p>Best Corporate Governance practice</p> <p>Minimise risk to NICCY</p>

Corporate Goal Develop, implement and evaluate effective internal policies and procedures				
No	Actions	Who & by when	Measurement	Impact
2.5 d	Review current procedures and write protocols to ensure compliance with Data Protection Act.	CSM Q3	<ul style="list-style-type: none"> - No of breaches of best corporate governance practice - Policy written and 100% staff trained in same - Exception reporting 	Best Corporate Governance practice Minimise risk to NICCY
2.5 e	Maintain and develop procedures for compliance with Freedom of Information Act, e.g. research and implement a solution to manage archived e-mail	CSM Q3	<ul style="list-style-type: none"> - No of breaches of best corporate governance practice - Exception reporting 	Best Corporate Governance practice Minimise risk to NICCY
2.5 f	Implement and maintain revised policy on Travel and Subsistence in line with Internal Audit recommendations	CSM Q1 and on-going	Exception reporting	

Corporate Goal Develop, implement and evaluate a participation strategy with children and young people				
No	Actions	Who & by when	Measurement	Impact
2.6 a	In partnership with OFMDFM' children and young people's unit (CYPUP) complete audit of existing participation practice, benchmark with other countries and evaluate	Head of C&P SMT S & SR Team <i>In line with programme</i>	Satisfaction levels of children and young people and parents/carers involved Audit is inclusive and S75 compliant Comparison against UNCRC	Children and young people voices are heard and respected
2.6 b	Development personal capacity building programmes for youth panel members to enable and empower them to participate in the work of NICCY	<i>On-going</i>	>85% satisfaction levels amongst children and young people on NICCY panel. In-house peer research training provided to at least 10 panel members. Youth Panel implement Action Plan Youth Panel Evaluation 2006 complete.	Children and young people and their parents are made aware of their rights Children and young people's rights are upheld NICCY's activities are supported by sound evidence and best practice Improved decision making Improved accessibility Children and young people voices are heard and respected

Corporate Goal Develop, implement and evaluate a participation strategy with children and young people				
No	Actions	Who & by when	Measurement	Impact
2.6 c	Using the youth panel evaluation report 2005 and its recommendations, develop an annual youth panel action plan including support for key NICCY activities	Head of C&P <i>By end of Q1</i> <i>By end of Q 3</i>	Youth panel numbers maintained and members aware of, and signed up to, the constitution	Children and young people have greater opportunity to influence the work of NICCY
2.6 d	Implement new youth panel constitution and recruit new members	<i>On-going</i>	More young people involved with NICCY, especially among hard-to-reach groups and composition of NICCY panel is inclusive and S75 compliant	Improved accessibility
2.6 e	Develop working relationships with young people outside the NICCY Youth Panel to support work of NICCY	Head of C&P <i>On-going</i>	Working relations developed with 50 groups	Improved accessibility
2.6 f	Develop young person focussed public affairs activity in support of overall public affairs activity	<i>On-going</i>	Members of NICCY youth panel have opportunity to represent youth panel views to elected representatives	Political parties and politicians will hear about NICCY directly from the 'voices' of children and young people
2.6g	Identify how best to engage Children and Young People with a profound disability	Head of C&P <i>On-going</i>	Work in partnership with appropriate agencies to encourage participation of C Y Ps with profound disabilities.	Improved accessibility

Corporate Goal To have staff numbers and skill levels required to effectively deliver our services				
No	Actions	Who & by when	Measurement	Impact
3.1 a	Maintain benchmarked employment within NICCY: i. Complete recruitment & selection as required ii. Complete recruitment and selection for AA posts iii. Ensure young people are involved in all recruitment exercises iv. Complete monitoring requirements	CSM <i>By the end of Q4</i>	- % rate of staff employed compared to budget	NICCY operates as an effective and efficient organisation Best practice developed and maintained
3.1 b	maintain staff turnover at benchmarked % within NICCY. i. Implement actions arising from EOC and liP programme ii. Implement actions arising from retention policy	CSM <i>On-going</i>	- % turnover rate monitored monthly	NICCY operates as an effective and efficient organisation Best practice developed and maintained
3.1 c	Maintain staff sickness absence at benchmarked % within NICCY.	CSM <i>On-going</i>	- % sickness absence rate monitored monthly	NICCY operates as an effective and efficient organisation Best practice developed and maintained

Corporate Goal To have staff numbers and skill levels required to effectively deliver our services				
No	Actions	Who & by when	Measurement	Impact
3.1 d	Create 6 workplace opportunities for young people within NICCY each year: i. Implement School Work Experience policy ii. Implement Placement/Volunteer Policy iii. Develop relationships with 5 new placement providers to target young people	CSM Q4	- 6 young people placed within NICCY - Feedback analysis from placements to assess accessibility and quality - Monitoring of placements to ensure diversity and s75 compliance	Opportunities for children and young people maximised
3.1 e	Evaluate secondments for Participation Officers after they have been in post for one year.	CSM Q3	- Feedback analysis from Participation Officers and their employing organisations to assess quality of secondment - Report provided to CE	Secondments maximised to enable NICCY to deliver Participation Strategy
3.1 f	Address and/or support SMT to ensure effective management of individual HR issues, e.g grievance, disciplinary, complaints	CSM Ongoing	- Number of HR matters addressed/ advised on	NICCY operates as an effective and efficient organisation where all staff are aware of their roles and responsibilities

Corporate Goal Develop our staff in line with best practice & Ensure effective and accountable leadership at all levels in the organisation				
No	Actions	Who & by when	Measurement	Impact
3.2 a	Make all staff are aware of internal policies and procedures i. Review and update policies regularly to ensure legal compliance and best practice ii. Develop training programme to ensure staff are informed regularly about policies and procedures, e.g. at staff meetings iii. Update new staff records to ensure completion of induction iv. Audit personnel records quarterly	CSM <i>On-going</i>	- 100% of new staff inducted within 3 months of joining NICCY - 100% of personnel records audited quarterly	Best practice developed and maintained
3.2 b	Develop staff skills to enable delivery of the corporate objectives: i. Develop a training policy and procedure. ii. Establish budget for training based on agreed % of total budget iii. Write training plan for the year based upon Individual Development Plans identified within Appraisal system iv. Support SMT in the implementation of Individual Development Plans v. Develop and co-ordinate a range of	CSM <i>On-going</i> <i>Q1</i> <i>Q1</i> <i>Q1</i>	- 90% of training needs addressed within agreed timetables from Individual Development Plan - 80% of training budget utilised by the year end - Evaluation forms from training events	Staff skills and competencies maximised

Corporate Goal Develop our staff in line with best practice & Ensure effective and accountable leadership at all levels in the organisation				
No	Actions	Who & by when	Measurement	Impact
3.2 c	seminars to share knowledge, skills and experience, e.g. mail merge, excel, etc vi. Record, monitor and evaluate training	Ongoing Ongoing		
	Appraise staff performance: i. Ensure staff are appraised effectively using appraisal system ii. Review appraisal system iii. Develop 360° appraisal within SMT.	Ongoing		
3.2 d		CSM Q4	- 95% of permanent staff appraised by deadline -Appraisal records received by Corporate Services by 31 st March 2007 &- Feedback analysis from all staff appraised for first time	Performance maximised
	Deliver action plan identified from Investors in People assessment: i. Lead liP working group ii. Prepare updates for SMT iii. Ensure relevant documentation completed for liP	Q2 Q4 CSM Ongoing	- Agreed action plan compiled with within agreed timescales - Quarterly reports provided to SMT	To develop best practice and achieve recognition as an excellent employer

Corporate Goal Value staff and support them to achieve an appropriate work life balance				
No	Actions	Who & by when	Measurement	Impact
3.3. a	Deliver action plan identified from Employers of Choice assessment iv. Lead EOC working group v. Prepare updates for SMT vi. Ensure relevant documentation completed for EOC	CSM <i>Ongoing</i>	- Agreed action plan compiled with within agreed timescales - Quarterly reports provided to SMT	To develop best practice and achieve recognition as an excellent employer
3.3 b	i. Continue to explore options of alternative work patterns, e.g job share, and proactively offer these in recruitment ii. Deliver an annual employee award, staff recognition scheme or all-staff team-development event iii. Explore options of working at home iv. Write lone-worker policy and procedure	CSM <i>Ongoing</i> <i>Q4</i> <i>Ongoing</i> <i>Q2</i>	- Completion of annual employee award event or other recognition scheme - % of staff employed within NICCY under alternative working patterns - Completion of lone-working policy and procedure	NICCY operates as an effective and efficient organisation but recognises individual circumstances

Corporate Goal Develop a child friendly and child centred culture				
No	Actions	Who & by when	Measurement	Impact
3.4 a	<ul style="list-style-type: none"> i. Train all new staff in Child Protection issues within six months of joining NICCY ii. Ensure all staff vetted in line with vetting procedure iii. Deliver effective room facilities to external organisations who represent C&YP iv. Co-ordinate training for staff in 'Plain English' writing v. Develop opportunities for staff / Youth Panel engagement 	<p>CSM <i>Ongoing</i></p> <p><i>On-going</i></p> <p><i>Ongoing</i></p> <p>Head of C&P Q3 <i>Ongoing</i></p>	<ul style="list-style-type: none"> - 100% of staff trained in Child Protection issues - 100% of staff vetted in line with best practice - No of C&YP and organisations representing C&P using NICCY premises per month <p>Training available to all staff</p> <p>Members of Youth Panel and NICCY staff have the opportunity to meet on at least one occasion per year</p>	<p>NICCY established as an effective and efficient organisation</p> <p>NICCY established as a family and child friendly organisation</p> <p>Children and young people are safeguarded</p>

Corporate Goal Develop, allocate and manage annual budgets to fulfil our priorities				
No	Actions	Who & by when	Measurement	Impact
4.1 a	i. Draw up budgets for 2007/08 ii. Prepare monthly management account statement for SMT on 06/07 budget iii. Undertake monthly management review of 06/07 budget at SMT	CSM <i>On-going</i>	-Budget report submitted to SMT & OFMDFM by agreed deadline -Unspent balance at end of year 2006/07 no greater than +5% -NICCY remains within annual 06/07 budget as outlined in summary at appendix 1	VFM and NICCY established as an effective and efficient organisation
4.1 b	i. Establish software and hardware requirements ii. Support Legal in implementation of Legal Database iii. Identify training needs iv. Review and develop Intranet v. Review and develop robust IT policies	CSM Q1 Q2 Q1 Q3 Q2	- Project approval sought from OFMDFM by agreed deadline - Intranet in place - Legal and Advice database design and implementation - IT policies developed and 100% staff trained in same	IT strategy supports the attainment of corporate objectives

Corporate Goal Control costs, make effective and efficient use of our resources within budget Secure funding to maintain & develop our services				
No	Actions	Who & by when	Measurement	Impact
4.2 a	i. Review suppliers for cost-effectiveness and establish tendered services where appropriate ii. Ensure implementation of expenses policy	CSM <i>Ongoing</i> Q1	- Expenses policy completed and 100% staff trained in use of same - Tenders/quotations submitted and agreed within policy	Costs are effectively controlled across NICCY
4.2 b	i. Service Audit and Risk Committee ii. Roll out induction programme for Audit and Risk Committee members iii. Complete internal audit iv. Review and update financial procedures following audit iv. Input to NIAO audit. v. Write and complete annual accounts	CE & CSM <i>On-going</i> Q3 Q4 Q3 Q3	- Audit and Risk Committee complies with terms of reference of committee - Induction completed for members - Production of internal audit report within agreed timescale - Production of annual accounts within agreed timescale	Control systems are in place and are effective
4.2 c	i. Complete and submit appropriate in-year bids ii. Submit monthly draw downs iii. Submit quarterly spending reviews	CE & CSM	All submissions made to OFMDFM within set deadlines	Revenue is adequate to meet the requirement of statutory duties

Corporate Goal Develop and maintain effective governance arrangements in line with best practice				
No	Actions	Who & by when	Measurement	Impact
4.3 a	Risk Management- see 2.5 b	CE/CSM		
4.3b	<ul style="list-style-type: none"> i. Lead and facilitate quarterly Health and Safety Committee meetings ii. Ensure delivery of action plan arising from meetings iii. Establish programme of H&S training iv. Carry out risk assessments according to action plan v. Maintain H&S information 	CSM <i>Quarterly</i> <i>Ongoing</i> <i>Ongoing</i> <i>Ongoing</i>	<ul style="list-style-type: none"> - Number of days per annum lost due to accident/ work-related illness - Minutes available from quarterly H&S Committee meetings - Risk assessments available within timescales agreed by Committee 	Safe working environment for all staff and users of NICCY services and premises
4.3 c	Complete work on Article 24 review, promote recommendations to OFMDFM and stakeholders and implement relevant changes.	Commissioner, CE and Senior Team <i>As soon as practicable after anniversary of Order</i>	Compliance with international standards – Paris Principles and UNCRC	Best practice maximised.

APPENDIX 1

Budget 2006/07			
Business Plan			
reference	Code	Description	
All activities	4100	Total Salaries	£948,023
3.1 a & 2.6	4540	Secondes	£141,005
All activities	4200	General Overheads	£230,688
All activities	4410	Premises	£287,934
All activities & 4.1 b specifically	1100	Total Capital	£28,000
Non Programme			£1,635,650
1.6a,2.6b,2.6d & 2.6g	4520	Participation	£30,400
1.6d & 2.4d	4530	New Media & Publications	£60,800
1.6c & 2.4e	4540	Media, Public Affairs & Events	£26,650
	4611	Counsel Brief	£14,250
	4613	Legal Opinion	£14,250
	4624	Influence Law	£14,250
	4650	Expert Opinion	£4,750
1.4a & 1.4b	4700	Investigations	£36,000
1.3g,1.3d, 1.4c,2.1a,2.1c, 2.2a & 2.2b	4710	Reviews & Research	£60,000
Programme Costs			£261,350
Total			£1,897,000

Niccy will undertake monthly review and management of this budget to ensure we remain within our 06/07 allocation and operate within the agreed MSFM.