



# Business Plan 2020-‘21

## Context

The Commissioner for Children and Young People (NICCY) was established under the Commissioner for Children and Young People (Northern Ireland) Order 2003. NICCY is an executive Non-Departmental Public Body (NDPB) sponsored by the Department for Communities.

The Commissioner's full designated powers took effect from 1 October 2003. The Commissioner is Koulla Yiasouma. Date of appointment: 2 March 2015. Term of Office: 4 years renewable once.

## Mission

**NICCY's Mission is:**

**“To safeguard and promote the rights and best interests of children and young people”**

## Vision

**NICCY's Vision is:**

**“A society where the rights of all Children and Young People are respected and realised”**

## STATUTORY DUTIES AND POWERS OF THE COMMISSIONER

**Article 6(1) of the 2003 Order established the Commissioner's principal aim - i.e. NICCY's mission: *To Safeguard and Promote the Rights and Best Interests of Children and Young Persons.***

- ❖ The Commissioner's paramount consideration shall be the rights of the child or young person.
- ❖ The Commissioner shall have regard in particular, to the ascertainable wishes and feelings of the child or young person (considered in light of age and understanding).
- ❖ The Commissioner shall have regard to the importance of the role of parents in the upbringing and development of their children; and any relevant provisions of the United Nations Convention on the Rights of the Child.

**NICCY will exercise the powers inherent in the role in fulfilment of the duties, as set out in legislation. In summary these are set out below:**

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

- To promote an understanding of the rights of children and young persons.
- To promote an awareness of the importance of those rights and a respect among children and young persons for the rights of others.
- To promote an awareness of matters relating to the best interests of children and young persons.
- To keep under review the adequacy and effectiveness of law and practice relating to the rights and welfare of children and young persons.
- To keep under review the adequacy and effectiveness of services provided for children and young persons by relevant authorities.
- To advise government and relevant authorities on matters concerning the rights or best interests of children and young persons.
- To take reasonable steps to ensure that children and young persons and their carers are made aware of the functions of the Commissioner, the location of her office and the ways in which they may communicate with the Commissioner.
- To take reasonable steps to ensure that children and young persons are encouraged to communicate with the Commissioner.
- To take reasonable steps to ensure that the content of any matter published by the Commissioner takes account, so far as practicable, of the age, understanding and usual language of any children or young person by whom it is intended that such matter will be read and of the effect of any disabilities they may have.
- To take reasonable steps to ensure that the views of children and young persons and their parents are sought concerning the exercise by the Commissioner of her functions.
- To take reasonable steps to ensure that the services of the Commissioner are, so far as practicable, made available to children and young persons in the locality in which they live.

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

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

## Corporate Plan 2020-'23

The Corporate Plan 2020-'23 links directly to the statutory duties and powers of the Commissioner for Children and Young People as enshrined within the legislation which established the Office of Commissioner i.e. the Commissioner for Children and Young People (Northern Ireland) Order 2003 and sets out the desired outcomes across identified key priorities. Mindful of the outcomes based accountability approach adopted in the draft **Programme for Government** and the **Children's and Young People's Strategy**, NICCY's approach is as previously, also outcomes based.

## Business Plan 2020-'21

This Business Plan links directly to the Corporate Plan 2020-'23 and is Year 1 of same. As such, it identifies the key objectives and SMART targets/outputs to be met/delivered during the course of the year based on the 6 high level corporate objectives including key performance indicators and verification methods.

NICCY will ensure reference to changing political / public sector developments, new Programme for Government, Children's and Young People's Strategy and liaison with our sponsor department - both in terms of our accountability and our monitoring roles - as they impact on outcomes for Children and Young People.

Business Plan implementation, progression and reporting is the responsibility of the Chief Executive. Progress towards the achievement of these targets and objectives will be monitored closely and reported on throughout the business year by the Senior Management Team (SMT\*) and the Leadership & Management Team (LMT\*\*) who will ensure accurate monthly, quarterly and annual reporting, adopting an Outcomes Based Approach.

## Programme for Government outcomes

As an Arms Length Body (Sponsor Dept: the Department for Communities), NICCY supports the delivery of key Programme for Government outcomes - in keeping with our independent role and statutory duties and powers - notably Outcome 12: 'We give our children and young people the best start in life', whilst recognising that all outcomes impact on the rights, lives and outcomes for children and young people in NI.

## Internal Departmental Work plans

This Business Plan is supported by more detailed departmental plans.

## Fundamental Principles

**Participation of Children and Young People:** The importance of the involvement and participation of children and young people in all relevant aspects of the realisation of our business plan targets is of primary consideration to NICCY and is embedded throughout each of the corporate and business objectives where appropriate/possible. NICCY has also revised and updated guidance on participation for government departments and statutory agencies in line with good practice and current thinking.

**Stakeholder Engagement:** NICCY recognises the necessity to work with and involve our Stakeholders across all relevant spheres i.e. in the political, public, statutory, NGO, community and voluntary sectors. This is reflected in integrated working, partnerships, co-operation, openness, accountability and information sharing. We have developed a Stakeholder Engagement Strategy in parallel with our Corporate Plan period, setting out how we work with all those with whom

we work in achievement of our mission.

**Child Rights Focus/Approach in our Work:** NICCY was established to support the protection, promotion and adherence to children's and young people's rights with due regard to the UNCRC. The application of these to legislation, strategy and policy development by Government is a key driver in all we do. We continue to apply UNCRC principles i.e. Articles 2, 3, 6 and 12 to our work and to ongoing improvement of our own practice in reflecting international rights standards and approaches.

### Programmes of Work

Programmes of work aim to promote integrated, inter disciplinary working thereby enhancing our own internal efficiency and project management effectiveness significantly increasing our external impact and outcomes for Children and Young People. The 'Core Business' of NICCY is carried on via each 'functional area' throughout the year. Utilisation of the Organisation's greatest asset i.e. its people's skills, knowledge and expertise will be utilised to best effect in achieving NICCY's aims and objectives.

### Priorities and Flexibility

NICCY acknowledges the requirement for this plan to be flexible to take account of changing priorities and circumstances, both internally and externally and will review and respond accordingly throughout the business year.

### Resource Assumptions

This Business Plan has been prepared on the basis of the assumptions – as set out in the 2020-'23 Corporate Plan - that it would be delivered within NICCY's staffing and budget requirements. In the current climate of ongoing budget cuts and required savings, we are facing budget reductions going forward. These cuts have meant staffing reductions and organisational restructuring, whilst bearing in mind the necessity to ensure effective delivery on the Statutory Duties and Powers of the Office.

### Governance and Risk Management

NICCY will ensure adherence to and ongoing review of good governance systems including effective risk management in the delivery and implementation of this business plan.

**Key:** NICCY – Northern Ireland Commissioner for Children & Young People; CE – Chief Executive; HoD – Head of Department; DP – Deputy Principal; CS – Corporate Services; L&I – Legal & Investigations; P&P – Policy & Participation.

\*The Senior Management Team (SMT) comprises Chief Executive and Head of Department.

\*\*The Leadership & Management Team (LMT) comprises Chief Executive, Head of Department and Deputy Principal Officers.

## NICCY BUSINESS PLAN 2020-'21: Corporate Plan Objective 1

HLCO 1: To ensure that children's rights are respected, promoted and protected in the work of all duty bearers.			
Key Outcome: NICCY's work influences Government and its Agencies to more effectively deliver in compliance with children's rights and best interests at local, national and international levels while progressing the implementation of UN General Measures of Implementation (as per GC No. 5).			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
1.1	Highlight and Promote Key Child's Rights issues at Local, National and International levels.	<b>SOCRNI</b> Produce NICCY's 2 <sup>nd</sup> 'Statement on Children's Rights in NI'.	<ul style="list-style-type: none"> <li>Report produced detailing progress on NICCY Calls.</li> <li>Event to launch Report.</li> <li>Dissemination to relevant Stakeholders.</li> <li>Progress on 2020 Calls monitored by Leads.</li> </ul>
		<b>Monitoring UN COs</b> Publish NICCY's Monitoring Table on NI Depts' progress against UN 2016 COs.	<ul style="list-style-type: none"> <li>Monitoring Table including NICCY's responses published online in parallel with SOCRNI.</li> <li>Dissemination to relevant Stakeholders.</li> <li>To inform UNCRC 'Alternative Report'</li> </ul>

		<b>UNCRC Shadow Report</b> <ul style="list-style-type: none"> <li>• Provide input to UK Commissioners' Report to UNCRC Cottee.</li> <li>• Collate NI C&amp;YP input to support Commissioner's report as part of the UNCRC reporting procedure.</li> <li>• Co-ordinate the creation of the 5 nations C&amp;YP report to the CRC.</li> </ul>	<ul style="list-style-type: none"> <li>• Input paper produced.</li> <li>• Marginalised children's voices and opinions are reflected in C&amp;YP's report to CRC.</li> <li>• Common methodology of engagement agreed Report published.</li> </ul>
1.2	Progress UNCRC General Measures of Implementation.	<b>Article 24 Report</b> <ul style="list-style-type: none"> <li>• Progress implementation of the Review of NICCY's Legislation Recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministerial support for implementation of recommendations progressed.</li> <li>• Engagement with relevant Departments, DfC, TEO, Assembly Commission etc.</li> <li>• Relevant action taken / progress monitored.</li> </ul>
		<b>Incorporation of the UNCRC</b> <ul style="list-style-type: none"> <li>• Advise government on the incorporation of the UNCRC into legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• The Executive is aware of the benefits of incorporating the UNCRC into legislation.</li> </ul>
1.3	<b>ENOC 2020: Input to development of CRIA.</b>  <b>NB: NICCY is Chair of ENOC.</b>	<b>ENOC 2020</b> <ul style="list-style-type: none"> <li>• Develop Child Rights Impact Assessment Tool via ENOC work.</li> </ul>	<ul style="list-style-type: none"> <li>• CRIA 'Tool' development.</li> <li>• ENOC Position Statement / Calls developed and disseminated to NI Govt and Depts.</li> </ul>
		<b>ENYA 2020</b> <ul style="list-style-type: none"> <li>• NYP participation in ENYA Project on ENOC Theme - 'Child Rights Impact Assessments'.</li> </ul>	<ul style="list-style-type: none"> <li>• NYP members' input to ENYA project in keeping with specification to provide advice/input the drafting of ENOC position Statement.</li> </ul>

1.4	<b>Monitor implementation of Children's Services Co-operation Act (2015).</b>	Liaise with NI Govt's Depts on compliance with CSCA across relevant areas.	<ul style="list-style-type: none"> <li>Children's Rights reflected in the outworking / implementation plans of the CYPS in line with the CSCA.</li> </ul>
1.5	<b>Monitor and advise on implementation of the Children and Young People's Strategy Delivery Plan.</b>	Scrutinise and provide advices to Duty Bearers as deemed necessary.	<ul style="list-style-type: none"> <li>Clear and robust advices issued and progress monitored.</li> </ul>
1.6	<b>Monitor impact of 'Brexit' on the rights of Children and Young People.</b>	<p>Monitor NICCY's Calls about potential impact of Brexit on children's and young people' Rights and advise Government and other relevant /monitoring Bodies as appropriate.</p> <p>Organise Departmental Roundtable Meetings on their work / issues iro Brexit.</p>	<ul style="list-style-type: none"> <li>Monitoring record of implementation of Call's.</li> <li>Ensuring updated information received on implementation of EU/UK agreed ways forward.</li> </ul>
1.7	<b>Monitor Impact of Covid-19 Pandemic on Children's and Young People's Rights.</b>	<p>Monitor experience of CYP to Government's response to Covid-19 on their Rights and advise Government and other relevant /monitoring Bodies as appropriate.</p> <p>[To include research/engagement with Minister/s, Dept'al Children's Champions and Children and Young People].</p> <p>Produce Report in Q4.</p>	<ul style="list-style-type: none"> <li>Clear and robust advice provided on an ongoing basis throughout the Covid pandemic response;</li> <li>Robust data gathered on government actions, and their impact on children</li> <li>Authoritative report published.</li> </ul>



## NICCY BUSINESS PLAN 2020-21: Corporate Plan Objective 2

HLCO 2: To highlight and address critical issues which adversely affect children and young people.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.1.1	Advise Government on the development of an Anti-Poverty Strategy that will effectively reduce child poverty.	<ul style="list-style-type: none"> <li>Produce a policy paper on child poverty and disseminate widely.</li> <li>Advise on the development of the Poverty Strategy.</li> <li>Advise on the social security system re' mitigations that can be put in place to ensure it protects children from poverty.</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders including appropriate relevant authorities are made aware of actions required to address child poverty.</li> </ul>

**Key Outcome: 2.2 Improving Mental Health & Wellbeing: We will gather evidence as to the adequacy of child and adolescent mental health services with a view to outlining critical actions for Government to better meet the needs of children and young people.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.2.1	Advise and Monitor implementation of recommendations from NICCY's Rights Based Review- Still Waiting.	Ongoing engagement with Duty Bearers and other Stakeholders to ensure decisive action is taken to address areas of concern identified in Monitoring Report.	<ul style="list-style-type: none"> <li>Decisive action taken to ensure 'Still Waiting' priority areas including data, funding, acute care provision and young people with additional needs are addressed as a matter of urgency.</li> </ul>
		Publish second annual 'Still Waiting' Monitoring Report.	<ul style="list-style-type: none"> <li>IDG and stakeholders are aware of NICCY's assessment of actions taken to deliver on Still Waiting recommendations.</li> </ul>
		Support NYP Mental Health subgroup to advise IDG.	<ul style="list-style-type: none"> <li>NYP subgroup identified and capacity building programme in place.</li> <li>Programme of meetings with IDG agreed.</li> </ul>
		NICCY and EITR produce a campaigning toolkit for children and young people by Spring 2020.	<ul style="list-style-type: none"> <li>Toolkit is launched.</li> <li>Toolkit is rolled out to schools and youth groups across Northern Ireland.</li> <li>Toolkit raises the profile of mental health across Northern Ireland.</li> </ul>
2.2.2	Provide advice to government on legislation, policy and practice relevant to Child and Adolescent	NICCY provides child's rights compliant advice and monitors progress of law, policy and practice relating to children and young people's mental health.	<ul style="list-style-type: none"> <li>Timely advice issued based on rights compliance and action taken monitored and recorded.</li> <li>Implementation of advice monitored.</li> </ul>

**Key Outcome: 2.2 Improving Mental Health & Wellbeing:** We will gather evidence as to the adequacy of child and adolescent mental health services with a view to outlining critical actions for Government to better meet the needs of children and young people.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
	<b>Mental Health &amp; Wellbeing.</b>	<p>Ensure the promotion of child and adolescent mental health and wellbeing in children's participation in, and access to, education.</p> <p>Advise on and monitor the implementation of the DE/PHA Emotional Health and Wellbeing Framework in schools.</p>	<ul style="list-style-type: none"> <li>• Progress on school counselling recommendations.</li> <li>• Timely advice issued and action taken monitored and recorded.</li> </ul>

**Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion: We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.3.1	Work towards transformational reform of the education system.	<p>Advise on the Terms of Reference for the external, 'Independent Review of Education Provision' to be undertaken under the 'New Decade, New Approach' Deal.</p> <p>Monitor and advise on the implementation of the Review and emergent recommendations.</p>	<ul style="list-style-type: none"> <li>• Advices issued / Action taken monitored and recorded.</li> <li>• Action taken monitored and recorded.</li> <li>• Implementation of advice monitored.</li> </ul>
		<p>Regular engagement with Educational Inequalities Group NYP Advisory Group and the external Professional Advisory Group as necessary.</p> <ul style="list-style-type: none"> <li>• Quarterly meetings held with Educational Inequalities Group and NYP Advisory Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Work is informed by the advice of the Educational Inequalities Advisory Group.</li> <li>• Work informed by NYP Advisory Group.</li> </ul>

**Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion: We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		<ul style="list-style-type: none"> <li>Twice yearly meetings with NICCY's external Professional Advisory Group on SEN Rec's roll-out.</li> </ul>	<ul style="list-style-type: none"> <li>Work on roll out of SEN Report recommendations is informed by our external Professional Advisory Group as/where necessary.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide advice to Government on other education related issues</li> <li>Quarterly meetings with EA, ETI and DE.</li> </ul>	<ul style="list-style-type: none"> <li>High quality advice provided to relevant authorities in a timely manner and action monitored.</li> <li>Progress made with/by relevant stakeholders and recorded.</li> </ul>
2.3.2	Overseeing the monitoring and implementation of our Review of SEN provision, 'Too Little, Too Late'.	Dissemination of findings and recommendations from 'Too Little, Too Late' using a range of formats and to different audiences.	<ul style="list-style-type: none"> <li>Relevant professionals, practitioners, children, young people, parents, carers and elected representatives are aware of the findings and recommendations of Too Little, Too Late.</li> </ul>
		Hold relevant authorities to account in implementing recommendations.	<ul style="list-style-type: none"> <li>Regular engagement with relevant authorities to progress implementation of the Report recommendations.</li> <li>Action plan developed and agreed between NICCY and relevant authorities.</li> </ul>

**Key Outcome: 2.3 Overcoming Educational Inequalities and Promoting Inclusion:** We will work to ensure that the education received by all children is of a high standard and develops every child's personality, talents and abilities to the full.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
		Provide advice to Government on progression of SEND Framework.	<ul style="list-style-type: none"> <li>• Ongoing Quarterly Meetings with SEND Professional Advisory Group.</li> <li>• Advice issued on revised regulations and draft SEN Code of Practice, drawing on findings / recommendations from 'Too Little, Too Late'.</li> <li>• Action taken, recorded and monitored.</li> </ul>

Key Outcome: 2.4 Addressing the Legacy of the Conflict: We will hold government to account in relation to the effective protection of children and young people from trauma, violence or mistreatment due to the continuing legacy impact of the conflict.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.4.1	Address coercive control, assaults and exploitation of children and young people by criminal gangs	Advise Duty Bearers on 'Ending the harm done by paramilitarism' [NDNA / PfG/CYPS] building on work on PSAs to date.	<ul style="list-style-type: none"> <li>Advice provided.</li> <li>Stakeholder engagement.</li> <li>Action agreed, recorded and monitored.</li> </ul>
2.4.2	Continue to advise relevant authorities / bodies on matters relating to the Legacy of the Conflict	<p>Advice provided to Government and other stakeholders on the impact of the transgenerational legacy of the conflict on children and young people and the realisation of their rights.</p> <p>Continue advising CVSNI through regular participation / contributions re' CVSNI Research Advisory Committee and Research Steering Groups.</p>	<ul style="list-style-type: none"> <li>Issue advice to Government and relevant agencies.</li> <li>Policy and practice proposals on the legacy of the conflict includes a child's right focus.</li> <li>Influence and support CVSNI in relevant areas of their work and support dissemination.</li> </ul>

**Key Outcome: 2.4 Addressing the Legacy of the Conflict:** We will hold government to account in relation to the effective protection of children and young people from trauma, violence or mistreatment due to the continuing legacy impact of the conflict.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.4.3	Advise Government on respecting and promoting the right of the child to explore and celebrate their cultural identity and to recognise the right of others to celebrate theirs.	<p>Engage with young people and other stakeholders to gain an understanding of potential issues concerning cultural and commemorative celebrations.</p> <p>Development of an initial position to include the children's rights issues that government should consider when protecting children's right to celebrate their culture/identity and participate in the cultural and artistic life of the community.</p>	<ul style="list-style-type: none"> <li>• Programme of direct engagement with young people agreed.</li> <li>• Views and positions of key stakeholders gained and collated.</li> <li>• NICCY's work is informed by the NYP, Young People generally and relevant Stakeholders.</li> <li>• Issue advice to Government and relevant agencies to ensure children are safe and can celebrate their culture.</li> </ul>



<b>Key Outcome: 2.5 Challenging Discrimination: We will provide robust challenge where children and young people experience discrimination.</b>			
<b>Ref. No.</b>	<b>Key Actions</b>	<b>Activities to be undertaken</b>	<b>Key Performance Indicators</b>
<b>2.5.1</b>	<b>Age discrimination legislation in accessing goods, facilities and services includes all children and young people.</b>	<ul style="list-style-type: none"> <li>Advise on the 'Access to , Goods, Facilities and Services' Bill to be brought forward by the Executive under the 'New Decade, New Approach' Deal iro age considerations.</li> </ul>	<ul style="list-style-type: none"> <li>Advice issued.</li> <li>Action taken monitored and recorded.</li> <li>Proposed legislation protects children and young people as well as all age groups.</li> </ul>
<b>2.5.2</b>	<b>Ensure equal protection from assault in the home for children and young people and improved support for parents and families.</b>	<ul style="list-style-type: none"> <li>Provide authoritative advice on legal reform.</li> <li>Ongoing engagement with key stakeholders.</li> <li>Engagement and advice to ensure improved government support for positive parenting.</li> </ul>	<ul style="list-style-type: none"> <li>Advice issued and increased evidence and rights based understanding of the case for legal reform.</li> <li>Explicit support from political parties</li> <li>Timely advice provided in relation to the draft Family &amp; Parenting Support Strategy.</li> <li>Strategy addresses positive parenting and Equal Protection.</li> </ul>

**Key Outcome: 2.6 Strengthening Safeguarding provisions: Safeguarding arrangements for children and young people are strengthened as NICCY monitors and provides advice on provisions to protect children, including in relation to Child Sexual Exploitation and Separated Children Subject to Immigration Control.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.6.1	<b>Sexual offences against children and Child Sexual Exploitation (CSE).</b>  <b>Ensure effectiveness of arrangements to protect and support victims of sexual offences.</b>	Continue to monitor implementation of the recommendations of the Independent Inquiry into CSE.	<ul style="list-style-type: none"> <li>NICCY reviews Government CSE Progress Reports when these are published and disseminates advice.</li> <li>NICCY's work in this area is informed by organisations working directly with children and young people.</li> </ul>
		Monitor implementation of the Gillen Review into the law and procedures in cases of serious sexual offences.	<ul style="list-style-type: none"> <li>Issue and disseminate advice on the implementation of the Barnahus model and monitor progress.</li> <li>Increased tangible commitment from relevant authorities to implement a Barnahus Model in NI.</li> </ul>
2.6.2	<b>Children and Families subject to Immigration Control or new to Northern Ireland.</b>  <b>Ensure effectiveness of arrangements to support Separated Children and families subject to immigration control.</b>	Continue to monitor arrangements to safeguard the rights and best interests of Separated Children.	<ul style="list-style-type: none"> <li>Monitor implementation and evaluation of the statutory Guardianship obligation.</li> <li>Monitor government action taken in response to advice.</li> </ul>
		Provide advice as deemed necessary regarding the rights of families subject to immigration control.	<ul style="list-style-type: none"> <li>Monitor government action taken in response to advice. <i>x ref with housing insecurity and homelessness objective</i> <i>x ref with developments regarding the impact of Brexit.</i></li> </ul>

**Key Outcome: 2.6 Strengthening Safeguarding provisions:** Safeguarding arrangements for children and young people are strengthened as NICCY monitors and provides advice on provisions to protect children, including in relation to Child Sexual Exploitation and Separated Children Subject to Immigration Control.

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.6.3	Safeguarding and social care overall –  Provide advice on matters as determined by NICCY.	Advice provided on a range of relevant safeguarding matters, such as Child Death Reviews, the Online Safety Strategy and Adoption and Children Bill, as deemed appropriate.	<ul style="list-style-type: none"> <li>• Advices / Calls issued.</li> <li>• Action taken, recorded and monitored.</li> </ul>
		Continue joint work with NIPSO in relation to the 'Use of Restraint and Seclusion'.	<ul style="list-style-type: none"> <li>• Report disseminated.</li> <li>• Monitor implementation of joint Calls to relevant authorities.</li> </ul>

**Key Outcome: 2.7 Addressing Issues In Youth Justice: NICCY's advice promotes greater adherence to and consideration of, the Rights of Children and Young People in the youth justice system.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.7.1	Children and Young People involved with the youth justice system have their rights respected and protected.	<p>Monitor, advise and challenge government and relevant agencies regarding the rights of children involved in the criminal justice system as appropriate including MACR, S&amp;S, CHIS.</p> <p>Engagement and participation in relevant fora including PSNI Youth Champion forum (<i>this is currently not being held due to Covid '19</i>).</p>	<ul style="list-style-type: none"> <li>• Advice produced and disseminated to stakeholders as / when necessary.</li> <li>• Monitor youth justice developments including SOCRNI Calls.</li> <li>• Meetings held, action taken recorded and monitored.</li> <li>• Increased support to raise MACR from political parties.</li> </ul>

Key Outcome: 2.8 Addressing Homelessness: NICCY identifies the extent, and root causes of housing insecurity, to inform advice to Government.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.8.1	Conduct a Scoping Study on the Rights of Children and Young People who are homeless or facing housing insecurity.	<p>Commission a scoping study of the issues facing families and children in housing crisis or insecurity to inform advice to Government and further work in Yrs 2 and 3. This will examine three elements:</p> <ul style="list-style-type: none"> <li>the reality of the lives of families and children experiencing housing insecurity;</li> <li>the processes with regard to 16 and 17 year olds; and</li> <li>the numbers and causes of 18 – 21 year old care leavers and young people with a disability who are homeless and rough sleeping.</li> </ul>	Commissioning of scoping study is underway, for work to be conducted in 2021-22.

**Key Outcome: 2.9 Addressing health waiting lists: NICCY's scrutiny of Health waiting lists leads to children facing shorter delays accessing appointments and treatment**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.9.1	Address Waiting Lists for Children and Young People requiring health consultations, tests and treatments face shorter delays, resulting in better outcomes.	Scoping work to inform (1) advice to Government on establishing a system of monitoring, and reporting on, health waiting lists for children and (2) engagement with children, young people, and their families who have experience of waiting for treatment in Yr 2.	<ul style="list-style-type: none"> <li>Data gathered from DoH, HSCB, HSCTs.</li> <li>Set of data tables developed and completed by HSCTss.</li> <li>Review report is underway and informs the Covid report in March 21.</li> </ul>

**Key Outcome: 2.10 Children's rights and the environment:** Supporting a youth led initiative to explore the child rights implications of environmental matters, engaging a wide range of children and young people and to promote their calls

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
2.10.1	Support YP to develop a position paper on Children's Rights and the Environment.	<ul style="list-style-type: none"> <li>Engage with YP to develop Mapping Rights Paper on children's rights and the environment.</li> <li>Work with NYP to develop a forward facing programme of engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Mapping Rights Paper completed, disseminated and influencing debates on environmental matters to ensure that children's rights are taken into account.</li> <li>NYP subgroup established.</li> <li>Programme drafted for implementation in 2021/22.</li> </ul>

## NICCY BUSINESS PLAN 2020-'21: Corporate Plan Objective 3

**HLCO 3: To address breaches of children's and young people's rights.**

**Key Outcome 3: Potential breaches of children and young people's rights are fully investigated and addressed.**

Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
3.1	Complete Formal Investigation and Produce Report.	<ul style="list-style-type: none"> <li>Obtain further necessary documentation / information and/or hear evidence from such persons as considered appropriate.</li> <li>Read/Summarise/Analyse documentation received from Relevant Authorities.</li> <li>Obtain final external expert/s' Report/s.</li> <li>Factual accuracy/discussion meetings with relevant authorities.</li> <li>Prepare for evidence sessions with Relevant Authorities.</li> <li>Drafting of report on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>Identification / action as necessary.</li> <li>Summaries completed.</li> <li>Thematic issues identified.</li> <li>Report/s received.</li> <li>Accuracy iro findings confirmation.</li> <li>Evidence sessions will be arranged (Covid dependent)</li> <li>Drafting underway as per content / structure.</li> </ul>



		<ul style="list-style-type: none"> <li>Periodic PoW mtgs and Reports to Commissioner / Chief Executive as / when necessary.</li> <li>Complete Accredited Investigator Training.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of meetings / actions and outputs recorded.</li> <li>Completion of course/coursework and accreditation awarded.</li> </ul>
3.2	Conduct Independent Investigations.	<ul style="list-style-type: none"> <li>Identify any cases which are appropriate for strategic investigation and progress.</li> </ul>	<ul style="list-style-type: none"> <li>If identified, draft ToR for Investigation and issue</li> <li>Investigation carried out as per necessary process; action/s taken monitored and recorded.</li> </ul>
3.3	Assist children and young people with complaints.	<ul style="list-style-type: none"> <li>All complaints triaged at case allocation &amp; review (CAR) meetings and allocated appropriately in line with legislation.</li> <li>Complaints which are not progressed as investigations, will proceed as casework, or be signposted to appropriate agencies.</li> <li>Annual Complaints Casework Report completed.</li> </ul>	<ul style="list-style-type: none"> <li>Robust records maintained on AP System.</li> <li>90% successful resolution of cases.</li> <li>Quarterly Trend Reports produced to identify trends and inform work planning.</li> <li>Cases outside remit signposted appropriately.</li> <li>Annual Complaints Casework Report 2019-'20 (retrospective) produced.</li> </ul>
3.4	Bring, Intervene in, or assist with, legal proceedings.	<ul style="list-style-type: none"> <li>Proceedings issued as/when appropriate in line with NICCY's legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Legal interventions/cases progressed and the rights of children and young people are realised (<i>progression may be delayed as a result of court closures due to Covid'19</i>).</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide financial assistance to applicants iro cases in line with NICCY LFC criteria and processes. As per legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• CYP's Rights protections supported and outcomes monitored.</li> </ul>
3.5	Address and investigate Protected Disclosures in line with legislative requirements.	<ul style="list-style-type: none"> <li>• Protected disclosures processed as per 'Pub Int's Disc' Act' and NICCY's Policy and Procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Investigation into relevant authority/ies' action.</li> <li>• Outcomes of investigations recorded.</li> <li>• Annual update issued in line with legislative and governance requirements.</li> </ul>
3.6	NICCY's work is supported by robust legal advice.	<ul style="list-style-type: none"> <li>• Legal advice (internal) provided to inform ongoing work of NICCY.</li> <li>• Legal opinions (external) sought as/when specialist knowledge outside internal expertise is necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• NICCY's worked underpinned and compliant with legislation and other legal requirements.</li> <li>• Legal advice provided to inform our work as/when required and disseminated as/when deemed necessary.</li> </ul>

## NICCY BUSINESS PLAN 2020-'21: Corporate Plan Objective 4

HLCO 4: To raise awareness of children's and young people's rights, the UNCRC and the functions of the Commissioner.			
Key Outcome: 4 Greater understanding and awareness of children's and young people's rights, the UNCRC and NICCY's functions and work in achieving its mission.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
4.1	Promote and monitor awareness of NICCY's work and profile among relevant 'audiences' i.e. media outlets / public / political / CYP.	<p>Develop an Annual Communications Strategy.</p> <p>Develop specific communications plans for:</p> <ul style="list-style-type: none"> <li>• SOCRNI</li> <li>• Formal Investigation</li> <li>• Other Priority areas/POWS and reactive pieces of work where relevant.</li> </ul> <ul style="list-style-type: none"> <li>• Produce NICCY publications and promotional materials.</li> <li>• Proactive and reactive media engagement.</li> <li>• Monitor media engagement i.e. print, broadcast and online.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy developed and implemented.</li> <li>• Plans developed and implemented so that NICCY's work informs the public, political and other debates.</li> <li>• Relevant publications and materials produced and disseminated – including SOCRNI, Investigation and Annual Report.</li> <li>• Media enquiries responded to appropriately in line with NICCY's legislative remit.</li> <li>• Relevant media proactively engaged and communicated with in line with NICCY's legislative remit.</li> <li>• Monitor media, public engagement and feedback.</li> <li>• Media coverage of NICCY's positions and work is accurate.</li> <li>• Media and Online Analysis completed and Communications Strategy reviewed accordingly.</li> </ul>

		<ul style="list-style-type: none"> <li>• Monitor political developments of relevance to NICCY including relevant items of Assembly Business and AQs.</li> <li>• Maintain and develop NICCY's website.</li> <li>• Undertake online and social media activity to promote NICCY's work.</li> </ul>	<ul style="list-style-type: none"> <li>• NICCY is fully informed of political developments and responds appropriately.</li> <li>• Website is current and up-to-date; planning started for review of current site to ensure site remains fit for purpose</li> <li>• Social Media sites updated with relevant content.</li> </ul>
4.2	Enhance awareness of the UNCRC, C&YP's Rights and NICCY's work/role with Children and Young People.	<ul style="list-style-type: none"> <li>• Engage with children and young people across Northern Ireland to raise their awareness of their rights and NICCY, and to hear from them about the issues affecting them.</li> <li>• Produce materials and supporting guidance for use by teachers and others to raise children and young people's awareness of their rights and of NICCY.</li> <li>• Publishing a range of awareness-raising materials for children and young people, and producing young people's versions of each significant piece of work we complete.</li> </ul>	<ul style="list-style-type: none"> <li>• If feasible and appropriate, develop mechanisms for engagement with Children and Young People, including at public events.</li> <li>• If feasible and appropriate, review and deliver workshops to raise awareness of the UNCRC, C&amp;YP's Rights and NICCY's work to key stakeholders.</li> <li>• Young people are better informed about NICCY and their rights.</li> </ul>

		<ul style="list-style-type: none"> <li>Undertake a C&amp;YP stakeholder awareness survey.</li> </ul>	<ul style="list-style-type: none"> <li>Survey identifies awareness of the UNCRC and NICCY.</li> </ul>
4.3	<b>Enhance awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role with Parents, Guardians and Carers.</b>	<ul style="list-style-type: none"> <li>As appropriate and required, produce materials and supporting guidance for parents, guardians and carers to raise their awareness of their rights and of NICCY.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness amongst parents and carers of children's rights and NICCY.</li> </ul>
4.4	<b>Enhance awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role with Professionals and Practitioners.</b>	<ul style="list-style-type: none"> <li>If feasible and appropriate, deliver presentations, providing training and awareness raising on children's rights and our findings to targeted groups of professionals working with children to support implementation of NICCY's advice.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness amongst professionals and practitioners of children's rights and NICCY.</li> </ul>
4.5	<b>Enhance awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role with Political Representatives.</b>	<ul style="list-style-type: none"> <li>Meeting directly with political representatives working at all levels to raise their awareness of CYP's rights and NICCY, and to provide advice on implementing children's rights.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness amongst political representatives of children's rights and NICCY.</li> </ul>

4.6	<b>Enhance awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role with General Public.</b>	<ul style="list-style-type: none"> <li>• If feasible and appropriate, raise awareness of NICCY and children's rights with the general public through media engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness amongst the general public of children's rights and NICCY.</li> </ul>
4.7	<b>Enhance awareness of the UNCRC, C&amp;YP's Rights and NICCY's work/role with Media.</b>	<ul style="list-style-type: none"> <li>• Working directly with media representatives (print/broadcast and online) to raise awareness of child rights, the UNCRC and NICCY and address negative stereotyping of children and young people in the media.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness amongst media of children's rights and NICCY; commitment to balanced portrayal of CYP in media overall.</li> </ul>

## NICCY BUSINESS PLAN 2020-'21: Corporate Plan Objective 5

HLCO 5: To ensure the participation of children and young people in decision making processes.			
Key Outcome: 5 Increased involvement of, and effective mechanisms for, the participation of Children and Young People in decision making affecting their lives.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
5.1	Develop and support NICCY's Youth Panel to ensure that their voice is integral to the work of NICCY.	Involve NICCY Youth Panel via sub groups in the implementation of Business Plan particularly in regard to key priorities.	<ul style="list-style-type: none"> <li>• If appropriate and required, hold induction, support and training sessions for new NYP members to build capacity, integrate and facilitate NYP planning.</li> <li>• NYP advice on NICCY priority areas of work including communication with children and young people.</li> <li>• NYP inform NICCY's work about issues facing children and young people.</li> <li>• NYP, with NICCY, explore creative and innovative ways to campaign for change for children and young people across Northern Ireland.</li> </ul>
		Programme of engagement to include <i>(if feasible in context of Covid19 pandemic)</i> : <ul style="list-style-type: none"> <li>• NICCY Annual event (Nov)</li> <li>• Human Rights Festival (Dec)</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building with NYP.</li> <li>• NYP 'voice' / input to events.</li> <li>• Feedback received on NYP input.</li> </ul>
		If feasible, hold a NICCY Youth Panel Leavers' event to celebrate the work of members.	<ul style="list-style-type: none"> <li>• Celebration event planned and run by NYP held, and positive evaluation obtained.</li> </ul>
5.2	Advising the NI Assembly, NI Executive, Departments and their agencies in the development of	<ul style="list-style-type: none"> <li>• Engage, as appropriate, with DE to establish a policy driven pupils' voice mechanism e.g. schools' councils and associated inspection process.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of effective pupil participation mechanisms by DE, ETI and other relevant bodies.</li> </ul>

	<b>meaningful participation structures, policies and practice.</b>	<ul style="list-style-type: none"> <li>• Work with appropriate public authorities to support and advice on bespoke youth engagement to support legislative, strategy and policy obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of Participation Guidance. Publication of proactive and reactive advice to Statutory Agencies as required/necessary.</li> <li>• Evidence that NICCY's advice has influenced involvement of children and young people in decision making processes at the highest level of government through reference to advice provided.</li> </ul>
		<ul style="list-style-type: none"> <li>• Support and advise on the development of robust and effective Community Planning Partnership's participative procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence that NICCY's advice has influenced the meaningful involvement of C&amp;YP in Community Planning.</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide support and advice on the establishment of a Northern Ireland Youth Assembly.</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Assembly has progressed in compliance with NICCY advice.</li> </ul>
		<ul style="list-style-type: none"> <li>• Engage with key Participation Practitioners through holding two Participation Forum meetings to promote best practice and share experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation practitioners across all sectors have a have a better understanding of good practice in participation and provide evidence of positive engagement with children and young people.</li> </ul>
<b>5.3</b>	<b>Seeking the views and experiences of children and young people, with lived experience in adverse circumstances and those who may be most marginalised.</b>	<p>If feasible and appropriate, regular engagement with Children and Young People in secure settings including:</p> <ul style="list-style-type: none"> <li>• Lakewood</li> <li>• Beechcroft</li> <li>• Woodlands.</li> </ul> <p><i>(see also UNCRC reporting and engagement with marginalised C&amp;YP)</i></p>	<ul style="list-style-type: none"> <li>• NICCY's work is informed by the experiences of young people in secure settings.</li> <li>• Young people are better informed about NICCY and their rights.</li> <li>• Issues addressed as/when necessary.</li> </ul>



5.4	Promote effective political awareness and participation by young people.	<ul style="list-style-type: none"> <li>• If feasible, progress plans for lowering of the voting age to 16 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of engagement with key decision makers developed for implementation.</li> </ul>
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## NICCY BUSINESS PLAN 2020-'21: Corporate Plan Objective 6

HLCO 6: To ensure NICCY is an effective and efficient organisation.			
Key Outcome: 6 NICCY has used its resources effectively and efficiently in achieving its mission to safeguard and promote the rights of Children and Young People.			
Ref. No.	Key Actions	Activities to be undertaken	Key Performance Indicators
6.1	Deliver on our Annual Business Plan 2020 - 2021.	<ul style="list-style-type: none"> <li>Utilise organisational resources (financial, human and physical) effectively.</li> <li>Development of Departmental and Staff Work Plans incorporating Programmes of Work and Core Business.</li> <li>Engagement with NI Govt Depts; Relevant authorities; and NGOs through, NICCY Advisory Forum, Participation Forum and relevant fora.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate allocation &amp; monitoring of organisational staff resource, budget and expenditure within permitted variance.</li> <li>Periodic reporting on achievement of set targets.</li> <li>Achievement of set objectives as per Areas/Programmes of Work;</li> <li>PoW Project Initiation Documents (PIDs);</li> <li>Action Plans;</li> <li>Staff Annual Objectives.</li> <li>Stakeholder engagement as necessary in achievement of Business Plan aims and objectives.</li> </ul>
6.2	Accurately Monitor and Report on NICCY's Performance and Impact.	<ul style="list-style-type: none"> <li>Produce Annual Report and Accounts 2019-20 including 'Performance Impact Table'.</li> <li>Quarterly Reports to our Sponsor Dept;</li> </ul>	<ul style="list-style-type: none"> <li>Schedule and production of Annual Report &amp; Annual Accounts.</li> <li>Annual Report laid with NI Assembly and disseminated to stakeholders.</li> <li>Quarterly ALB Corporate Performance Reports (x4) submitted to Sponsor Dept.</li> <li>Quarterly and End of Year PMEFS completed for Board / SMT / LMT meetings; Departmental Work Plans; 1:1s; Annual Appraisals.</li> </ul>

		<ul style="list-style-type: none"> <li>• Internal reporting 'Performance Monitoring Evaluation Framework' (PMEF); Board / Senior Management Team (SMT) / Leadership &amp; Management Team (LMT), Staff Meetings; Departmental workplans; 1-1s, Annual Appraisals.</li> <li>• Ongoing Financial monitoring</li> <li>• Communications Monitoring (ref 4.2).</li> <li>• Periodic reports / updates to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Budgets [corporate &amp; departmental]</li> <li>• Monthly management accounts produced</li> <li>• Completion of periodic reports for DfC / ARAC / internal monitoring.</li> <li>• Communications and Media monitoring – Daily, PR, Statements issued, Social Media activity.</li> <li>• Feedback to Stakeholders at Meetings: Advisory Forum; Participation Forum; Children' Champions Forum; Events, Meetings and Seminars.</li> </ul>
6.3	Ensure efficient systems of Corporate Governance.	<ul style="list-style-type: none"> <li>• Adherence to MSFM and input into the new Partnership / Governance Agreement.</li> <li>• Appropriate governance reporting and accountability mechanisms.</li> <li>• Implementation of systems of internal controls and financial management in line with Managing Public Money NI (MPMNI).</li> </ul>	<ul style="list-style-type: none"> <li>• Advice and input to DfC / DoF process &amp; template.</li> <li>• Papers &amp; returns to DfC, Board, SMT, LMT and internal Staff reporting / follow up.</li> <li>• Robust SIC in place ensuring effective governance mechanisms / adherence.</li> </ul>

		<ul style="list-style-type: none"> <li>Quarterly Audit and Risk Assurance (ARAC) meetings,</li> <li>Effective risk management [Corporate and Departmental Risk Registers].</li> <li>Internal Audits carried out and relevant action taken.</li> <li>External Audits carried out by the Northern Ireland Audit Office (NIAO) and relevant action taken.</li> <li>Progress on recommendations from Review of Legislation [Article 24 Report].</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of Qly meetings / assurance mechanisms in place / relevant papers presented / follow up actions completed and recorded.</li> <li>Risk Management Strategy in place and quarterly reviews &amp; updates to Corporate Risk Register and monthly reviews and updates to Dept'al Risk Reg's.</li> <li>Regular update of Organisational and internal risks.</li> <li>Development of suitable and user friendly risk register template.</li> <li>Annual Audit Plan 2020/21. Planning meetings held, plans agreed, fieldwork completion, management responses input and appropriate action taken in regard to Internal Auditor's Reports.</li> <li>Reporting of audit outcomes and recommendations to ARAC.</li> <li>Planning meeting held; Strategy agreed; fieldwork completion; management responses provided; relevant action taken.</li> <li>External Auditor's Report (RTTCWG) / work incorporated in to Annual Report as necessary.</li> <li>Actions taken following meetings with Sponsor Dept Minister for Communities, relevant Officials and First and Deputy First Ministers (TEO).</li> </ul>
6.4	Effective Performance Management across all areas.	<ul style="list-style-type: none"> <li>Amendments to NICCY's Performance Management Policy &amp; Procedure put in place during 2020/21.</li> <li>Regular reviews carried out for all staff and appropriately recorded.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management Policy and Procedure in line with best practice and applied consistently across the organisation.</li> <li>Personal / Departmental objectives and Business plan targets consistently met.</li> <li>Induction processes for all new staff carried out.</li> </ul>

		<ul style="list-style-type: none"> <li>• Use of competence framework in PM processes.</li> <li>• Annual Training Plan agreed and actioned.</li> </ul>	<ul style="list-style-type: none"> <li>• Competence framework used in setting of objectives and in subsequent reviews and appraisal.</li> <li>• Training &amp; Development opportunities being undertaken by all staff.</li> <li>• Delivery of relevant range of mandatory training for all staff throughout the year.</li> <li>• Increased knowledge, skills and competencies.</li> </ul>
6.5	<b>Prompt Implementation and / or updating of relevant policies, procedures and practice as required.</b>	<ul style="list-style-type: none"> <li>• Monitoring of relevant information sources i.e. DoF, DfC, legislative req's.</li> <li>• Processes in place to ensure all updates are incorporated into relevant policies, procedures, guidance etc.</li> <li>• Clear communication to all staff on any changes.</li> </ul>	<ul style="list-style-type: none"> <li>• NICCY advice and guidance up to date.</li> <li>• All policies, procedures and practices are in line with latest developments.</li> <li>• Policies and procedures review and updates as per internal processes following review schedule and relevant direction e.g. via legislative changes, Department of Finance (DoF), Dear Accounting Officer (DAO) / Financial Director (DFD) updates.</li> <li>• All staff are aware of changes in areas of work and all relevant changes are noted and clearly actioned.</li> </ul>
6.6	<b>Organisational Accreditation levels.</b>	<ul style="list-style-type: none"> <li>• Continue Investors in People organisational accreditation 'journey'.</li> <li>• Organisational culture work developed.</li> <li>• Organisational values and behaviours clearly identifiable and demonstrated.</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation award maintained. Progress towards next level of accreditation.</li> <li>• Ongoing continual improvements identified and actioned through internal processes.</li> <li>• Values and behaviours widely communicated including in external documents (e.g. Corporate Plan) and displayed internally throughout NICCY.</li> <li>• Staff aware of and demonstrate key values.</li> </ul>

6.7	<b>Review NICCY's Corporate Social Responsibility Activities.</b>	<ul style="list-style-type: none"> <li>Continue to review shared services in place and identify opportunities for further savings if possible.</li> <li>Identify further opportunities for environmentally friendly activities.</li> <li>Review opportunities for savings ensuring 'value for (public) money' / sharing of expertise.</li> <li>Programme of Wellbeing activities for Staff to be carried out.</li> </ul>	<ul style="list-style-type: none"> <li>Action as identified; opportunities re' shared services maximised within business needs context and further suggestions considered.</li> <li>Equality House Premises Committee / HR Committee Meetings' action as appropriate.</li> <li>Use of staff suggestion process re' ideas.</li> <li>Environmentally friendly activities identified and progressed and staff wellbeing promoted.</li> <li>Participation in relevant cost saving projects individually or as part of larger public sector network.</li> <li>Relevant seminars / training / presentations / events / team days held to positively impact on staff wellbeing (e.g. information provided on sources of support such as Occupational Health / Employee Welfare &amp; Assistance Programmes, Health events).</li> </ul>
6.8	<b>Work with other organisations.</b>	<ul style="list-style-type: none"> <li>Identify opportunities to work with other organisations whose work complements that of NICCY.</li> <li>Communication to stakeholders of joint working positively identifying benefits and outputs.</li> </ul>	<ul style="list-style-type: none"> <li>Partnership working with other relevant organisations.</li> <li>MOUs / Protocols developed with organisations clearly defining working relationship and responsibilities of each organisation.</li> <li>TOR clearly defined for each piece of work taken forward.</li> <li>Increased awareness of NICCY and work with other organisations.</li> </ul>
6.9	<b>Develop Annual Business Plan 2021-'22</b>	<ul style="list-style-type: none"> <li>Develop Schedule for drafting of 2021-22 Business Plan.</li> <li>Draft Business Plan '21-'22</li> </ul>	<ul style="list-style-type: none"> <li>Schedule in place and disseminated for implementation.</li> <li>Business Plan drafted including annual Budget requirements.</li> </ul>

	<b>[Year 2 of 2020-'23 Corporate Plan]</b>	<ul style="list-style-type: none"> <li>• Submit to Sponsor Dept DfC by due deadline.</li> <li>• Business Plan to be published on website.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plan submission to DfC.</li> <li>• Business plan published on website.</li> </ul>
<b>6.10</b>	<b>Review Corporate Plan 2020-23 in light of Covid-19 Pandemic.</b>	<ul style="list-style-type: none"> <li>• Assess situation in relation to Covid-19 pandemic in Q3</li> <li>• Review and update Corporate Plan 2020-23</li> <li>• Resubmit to Sponsor Dept DfC.</li> <li>• Publish on Website.</li> </ul>	<ul style="list-style-type: none"> <li>• Current Policy Paper/s inform the 'state of play' -Q3</li> <li>• Reviewed/updated Corporate Plan 2020-23</li> <li>• Confirmation of resubmission to DfC</li> <li>• Publication on NICCY Website</li> </ul>