



Championing Children and Young People in England

# **BUSINESS PLAN 2012 -2013**

# CONTENTS

WHO WE ARE .....	3
OUR VISION .....	4
OUR MISSION .....	4
FOREWORD.....	6
INTRODUCTION.....	7
HOW WE HAVE IDENTIFIED OUR PRIORITIES .....	8
OUR THREE STRATEGIC PRIORITIES .....	8
OUR STRATEGIC AIMS .....	9
BUDGET AND RESOURCES 2012–13 .....	11
WHAT WE WILL DELIVER IN 2012-13 .....	12
OUR PROJECT GOALS AND PERFORMANCE MEASUREMENT .....	14
HOW WE WILL MANAGE OUR RISKS.....	26
HOW WE WILL RESPOND TO CHANGE .....	26
CONTACT.....	26

## **WHO WE ARE**

The Office of the Children's Commissioner (OCC) is England's only statutory independent champion for children and young people. Our statutory duty is to promote awareness of the views and interests of children. Pending legislative changes, we are charged by the Secretary of State for Education to promote and protect children's rights as recommended by the Dunford Review.

We press for the best interests of children and young people to be the paramount consideration in all decisions that affect their lives. We say what must be said, to those with the power to change things for the better.

## **OUR VISION**

A society where all children and young people are respected and their rights are realised. They shape decisions made about their lives. Supported by adults who champion their rights, they achieve their potential. They are safe, loved, educated, and healthy. They have access to high quality support, especially if they need extra help. Free from all discrimination, they live in homes and communities where their rights are fulfilled, they learn to value and respect those around them and take on responsibilities as citizens. Their lives are developed to the full.

## **OUR MISSION**

Using our powers and independence, we protect and promote children's rights under the United Nations Convention on the Rights of the Child (UNCRC). We champion children's and young people's roles as active, responsible citizens through our work and influence. We challenge adults to ensure that in all decisions about their lives, children and young people's views are asked for, listened to and acted upon. Children and young people recognise that the Office and its work champions their interests and rights. We press English society to ensure positive change for all children and young people, speaking out especially for those whose voices are otherwise not heard.

## **OUR VALUES**

Participation – ensuring that children's voices are listened to, particularly those whose voices are otherwise least likely to be heard, and that their views are taken into account in decisions concerning them.

Positive in promoting the UNCRC - We work to fulfil our purpose, with a sincere desire for better outcomes for all children and young people. We are positive, responding to new challenges and opportunities, taking responsibility for our work.

Strategic and objective – We know the big picture. We think about how best to make an impact, basing our work on rigorous analysis of the evidence; remaining free of political partiality working in the spirit of the Paris Principles and General Comment No 2 of the UNCRC.

Equality – the Office values diversity and respects the dignity of every person with whom we engage. We acknowledge, champion and celebrate diversity, difference, tolerance and open mindedness. We recognise the multitude of views and perspectives held by children, young people, and those who influence their lives.

# FOREWORD

I am delighted to present this 2012-13 Business Plan.

We, the Office of the Children's Commissioner, are twenty three committed experts led by me as Commissioner, and including the Deputy Commissioner and three Directors. We champion, protect, promote and defend the rights, views and interests of England's almost 12 million children and young people

As the only statutory body in England undertaking this crucial role for all children, with a particular focus on the otherwise-voiceless among them, we have unique powers. These include the legal right of entry into any setting where children are deemed cared for. Wherever we go we listen to children, finding out directly from them about their lives and concerns. We report to the adult world on their realities, especially where they need additional support. When we launch a formal Inquiry, everybody from whom we seek evidence must respond. When we publish a report, the Government and other statutory bodies must do the same. All our achievements for children and young people in England have been and will continue to be delivered in the context of a declining financial settlement.

Our enduring promise to children and young people is that we will continue to promote and protect their rights, in a climate of mutual respect and responsibility.



Dr Maggie Atkinson  
Children's Commissioner for England

# INTRODUCTION

This Business Plan 2012-13 sets out how we will use the Children's Commissioner's powers and independence to promote, protect and realise children and young people's rights. After a review of the Office of the Children's Commissioner (OCC) in 2010<sup>1</sup>, in the spirit of the review's findings we are working with Government towards its design and inception of a more independent Office of the Children's Commissioner for England (OCCE). We anticipate this will in effect be a National Human Rights Institution (NHRI) for children and young people, functioning in accordance with the UN Principles for National Institutions (Paris Principles). We cannot predict the exact start of the legislative process for the creation of OCCE, but we are working on the basis that the current OCC will exist for at least another two full financial years.

You will find a full and challenging programme of work in this Business Plan 2012-13. It is a continuation of both unwavering pressure on, and constructive policy and practice advice to the Government and statutory agencies, seeking to end all persistent violations of children and young people's rights in England.

For the next year we will continue broadly to cluster our work using the United Nations Convention on the Rights of the Child (UNCRC) reporting framework. In summary:

- UNCRC implementation focusing on supporting the creation of a stronger more independent Children's Commissioner for England [UNCRC Articles 4 and 42]
- UNCRC General Principles championing the best interests, equality, voice of the child and their right to optimal development [UNCRC Articles 2, 3, 6 & 12]
- Safeguarding children, care and family ensuring children and young people are protected from abuse and neglect [UNCRC Articles 9, 19, 20, 25 and 37]
- Health, well-being and poverty focusing on poverty and the impact of NHS reorganisation [UNCRC Articles 6, 24, 26 and 27]
- Education - highlighting the impact of exclusions (permanent, fixed term and unlawful) [UNCRC Articles 2, 28 and 29]
- Protection vulnerable groups with a focus on children in youth justice, sexual exploitation; asylum and immigration. [UNCRC 22, 34, 37 and 40]

Our reports highlight and point out good practice wherever we find it, making us well placed to challenge when we then find children's rights are being violated or threatened. The Government must keep the promises made in 1991 when the UK signed and ratified the UNCRC. The Convention applies to all under-18s regardless of their personal circumstances, conduct, or likely prospects. We promote awareness of, and prompt others to respond to, the rights, views and interests of England's children. We have a particular focus on children and young people whose voices are otherwise not heard, who form a substantial minority of England's almost 12 million under-18s.

---

<sup>1</sup> John Dunford's review of the Office of the Children's Commissioner for England, published by the Department for Education (DfE) and accompanied by Ministerial Statements, 6 December 2010:

<https://www.education.gov.uk/publications/standard/publicationdetail/page1/CM%207981>

One of our statutory functions is to encourage all services for children and young people to operate from their perspective. What we say encourages all adults to care about and improve children's life chances.

We are also committed to meeting our responsibilities under the Public Sector Equality Duty, and to addressing inequalities faced by children and young people. Equality information and evidence relating to children and young people in England will be published alongside our Business Plan 2012-13.

We say what must be said, to those with the power to change things for the better. Sometimes society, policy makers and the media struggle to accept our and children's calls for positive change. We will nonetheless continue challenging society to ensure our children and young people thrive.

## **HOW WE HAVE IDENTIFIED OUR PRIORITIES**

As a small organisation with limited resources our work focuses on realising our statutory remit to promote the views and interests of children and young people, with particular regard to groups of children who do not have other adequate means of making their views known. We also use our powers, influence and expertise to promote and protect children's rights as defined by the United Nations Convention on the Rights of the Child.

Within this framework our projects over the coming year will reflect:

- concerns raised by the UN Committee on the Rights of the Child in its Concluding Observations to the UK State Party in 2008;
- the views and experiences of children and young people collected by the Office of the Children's Commissioner and others;
- evidence from both academic research and the work of children's services, of where children's rights are not promoted and protected;
- the impact of previous work carried out by our Office, given our knowledge of the capacity and expertise within the organisation;
- issues where the OCC can make a significant difference through the use of its statutory remit and powers, and
- work that will not duplicate that of other statutory bodies charged with undertaking work on the issues concerned.

## **OUR THREE STRATEGIC PRIORITIES**

We will promote and protect children's rights by:

1. Tackling inequality and child poverty through promoting and realising children's rights
2. Protecting children and young people from exploitation and abuse
3. Running a highly efficient and effective organisation that maximises the resources we have to help children and young people

# OUR STRATEGIC AIMS

## SP1: **Tackling inequality and child poverty through promoting and realising children's rights**

- 1.1 Improve outcomes for children by recommending to Government, how best to close the gaps between children who are and are not excluded from school, consolidating the School Exclusions Inquiry in a second year's investigation. (Article 28)
- 1.2 Undertake a number of Child Rights Impact Assessments to ensure legislation promotes children's rights and highlight potential violations. (Articles 3, 4 & 12)
- 1.3 Report the voices and concerns of children and young people, through Amplify (the Children's Commissioner's children and young people's advisory group), Children's Commissioner's Takeover Day, and the active participation of children and young people in all our work programmes. (Article 12)
- 1.4 Challenge Government on child poverty, especially for groups most at risk of experiencing problems resulting from legislation and reduced financial support for key services. (Articles 26 & 27)
- 1.5 Challenge the NHS through the Children's Outcomes Framework Strategy, to ensure reforms consider children and young people as a population with a right to a voice in how their needs are met. (Article 24)
- 1.6 Support and challenge Government's views on the UK's progress on the UNCRC, to be reported to the United Nations at some time from early 2014 onwards.
- 1.7 Strongly encourage Government to fulfil its responsibilities under the UNCRC by ensuring it makes the Convention more widely known, and is paid due regard in all new legislation, starting with the Queen's Speech in 2012. (Articles 4 and 42)

## SP2: **Protecting children and young people from exploitation and abuse**

- 2.1 Expose the scale and extent of the serious and largely hidden issue of child sexual exploitation and make recommendations to address and resolve this problem and safeguard the victims. (Article 34)
- 2.2 Secure children's safety in places where they are deprived of their liberty through a programme of announced and unannounced visits, under our membership of the UK National Preventive Mechanism. (Articles 19, 39, 37 & 40) <sup>2</sup>
- 2.3 Expose the extent of neuro-developmental disorders among children in the youth justice system. (Articles 2, 24, 37, 39 & 40)

---

<sup>2</sup> The UK's National Preventive Mechanism (NPM) was established in March 2009 under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). A United Nations (UN) treaty, OPCAT was ratified by the UK in 2003. OPCAT requires the UK to have in place a 'national preventive mechanism' to visit all places of detention and monitor the treatment of and conditions for detainees. The NPM consists of 18 existing bodies throughout the UK, which are independent and have the right regularly to inspect all places of detention. It is coordinated by HM Inspectorate of Prisons and reports to the UN treaty body.

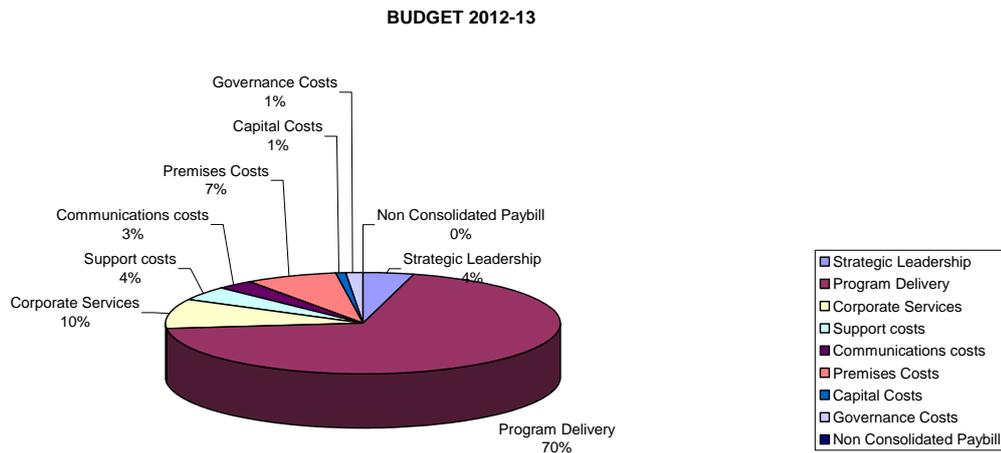
- 2.4 Monitor the new system of family removals when asylum claims fail. (Articles 22 & 25)
- 2.5 Improve outcomes of children living in environments where substance abuse and domestic violence are issues, by investigating children's experiences. (Articles 19, 7 & 33)
- 2.6 Challenge poor practice in relation to safeguarding of older children through evidenced based research. (Article 19 & 24)
- 2.7 Investigate good practice concerning child protection in secondary schools, picking up on concerns about the role of schools in child protection and their ability to work with children's services. (Article 19 & 24)

**SP3: Running a highly efficient and effective organisation that maximises the resources we have to help children and young people**

- 3.1 Be accountable, transparent and have robust governance arrangements.
- 3.2 Demonstrate good value for money, maximising resources for OCC programmes and projects working directly with children and young people.
- 3.3 Advise Government on the creation of a new Office of the Children's Commissioner for England (OCCE), charging Government to fulfil its promise to create a strengthened, more independent, fully resourced Paris Principles compliant Human Rights Institution for children and young people. (Articles 4 and 42)
- 3.4 Produce a Safeguarding Policy, procedures and training programme for OCC staff.

# BUDGET AND RESOURCES 2012–13

Our aim is to spend the public resources we receive efficiently in order that all children and young people are respected and their rights are realised. We will do this by ensuring the maximum amount of resources is spent on programme delivery. Here we define the expenditure used directly to deliver the plans set out in this document. The commitment is reflected in the chart below.



## Incoming resources

The confirmed remit for 2012-13 is £2.5M. Grant-in-aid is provided by the sponsoring body, the Department for Education (DfE).

## Programme delivery £1.735M

Programme delivery is at the heart of the OCC’s plans to achieve our vision for children. The program budget represents **70%** of the annual budget allocation in support of strategic themes set out in this document. The allocation of programme budget is apportioned to direct staffing costs **£1,275M** and budgeted project costs **£460K**.

## Admin – running costs £765K

Budgeted admin running costs comprises of costs for governance, communications, corporate services, administration, premises, infrastructure costs that support IT hardware, software applications, IS support and depreciation.

## WHAT WE WILL DELIVER IN 2012-13

Strategic Priority	UNCRC Cluster/ Programme	BUDGETED PROJECTS	*Owner	Budget <sup>3</sup>
<b>SP1: Tackling inequality and child poverty through promoting and realising children's rights</b>	Education	School Exclusions Inquiry (SP1.1)	CC	100,000
	UNCRC implementation	Child Rights Impact Assessments (SP1.2)	DoP	25,000
	General Principles	Developing and Sustaining Participation Networks (SP1.3)	DoP	18,000
	General Principles	Children's Commissioner's Takeover Day 2012-13 (SP1.3)	DoP	20,000
	Health and well-being	Child Poverty (SP1.4)	DCC	45,000
	Health and well-being	Health (SP1.5)	CC	26,000
	UNCRC implementation	Promoting UNCRC (SP1.7)	CC	16,500
	Health and well-being	NHS Complaints <sup>4</sup>	DoP	2,000
<b>SP2: Protecting children and young people from exploitation and abuse</b>	Special protection measures	Child Sexual Exploitation in Gangs and Groups Inquiry (CSEGG) (SP2.1)	DCC	110,000
	Special protection measures	Mental Health and Well-being in Youth Justice (SP2.2 & 2.3)	DCC	4,000
	Special protection measures	Immigration, Asylum and Trafficking (SP2.4)	DoP	6,000
	Family environment and Alternative care	Impact of Parental Alcohol Misuse (SP2.5)	DCC	25,000

<sup>3</sup> This budget allocation excludes the cost of staff working on these projects.

<sup>4</sup> This budget allocation refers to the completion of a project in the 2011/12 Business Plan.

	Family environment and Alternative care	Recognition and Telling:(Child Protection) (SP2.6)	<b>DCC</b>	<b>20,000</b>
	Family environment and Alternative care	Child Protection in School Settings (SP2.7)	<b>DCC</b>	<b>35,000</b>
<b>SP3: Running a highly efficient and effective organisation that maximises the resources we have to help children and young people</b>	UNCRC implementation	Staff costs (SP3.2)	<b>CE/DoCS</b>	<b>1.629m</b>
	UNCRC implementation	Premises costs (SP3.2)	<b>CE/DoCS</b>	<b>185,908</b>
	UNCRC implementation	Support costs (SP3.1)	<b>CE/DoCS</b>	<b>108,550</b>
	UNCRC implementation	Capital expenditure (SP3.2)	<b>CE/DoCS</b>	<b>21,251</b>
	UNCRC implementation	Safeguarding Policy (SP3.4)	<b>DCC</b>	<b>7,518</b>

**\*Owner:**

- **CC**      **Children’s Commissioner**
- **DCC**     **Deputy Children’s Commissioner**
- **CE**      **Chief Executive**
- **DoCS**    **Director of Corporate Services**
- **DoP**     **Director of Policy**

# OUR PROJECT GOALS AND PERFORMANCE MEASUREMENT

We will work in the spirit of the Dunford Review 2010. Following this review and in line with our ambition to operate as a National Human Rights Institution for children and young people, we will continue to use internationally recognised standards in the UN's Assessing the Effectiveness of National Human Rights Institutions to frame how we both work, and measure our impact.

As we did in our Business Plan 2011/12, we will use four themes to measure our performance: Statutory Inquiries, Advice and Influence, Outreach and Engagement and Organisational Efficiency and Effectiveness. This will show clearly our impact, outlining how far Government or other relevant bodies accept, reject, adapt or ignore our advice or recommendations for children and young people, and illustrating the effective running of the Office of Children's Commissioner.

Strategic Aims Ref.	Projects	Project Goals 12/13	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP1.1	School Exclusions Inquiry	<p>Reduce the negative effect of exclusions on excluded children's lives.</p> <p>Maximise the impact of year one's work, and to lead to further improvements in provision for children at risk of exclusion.</p> <p>Research into the extent of illegal exclusions.</p> <p>Research the impact of increasing diversification of school provision on exclusions and on alternatives to exclusion.</p>	<b>INQUIRIES</b> – to realise children's rights by using the unique powers under the Children Act 2004.	Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP1.2	Child Rights Impact Assessments	<p>Heighten awareness of children's rights and impact of proposals on them leading to greater consideration of their rights.</p> <p>Push for change to proposed legislation so children's rights are taken into consideration in implementation of legislation in order to protect and promote rights.</p>	<p><b>ADVICE AND INFLUENCE</b>          – to realise children's rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>
SP1.3	Developing and Sustaining Participation Networks	<p>Promote Article 12 of the UNCRC – all children have the right to have their voice heard in the decisions that affect their lives and for their views to be taken seriously.</p>	<p><b>PUBLIC OUTREACH AND ENGAGEMENT</b> - To promote children rights to children and young people – particularly those who are school aged and vulnerable, policy makers and influencers, through our projects and programmes, by providing education and information on children's rights/ UNCRC.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Total number of strategic partners of OCC who are either actively engaged in our work or show an interest in / support our work.</p> <p>An increase in engagement via communications channels – including social media in comparison with 11/12</p>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP1.3	Children's Commissioner's Takeover Day 2012-13	<p>Encourage children and young people to get involved in decision making by working alongside adults in schools and across a range of public and private sector organisations.</p> <p>Highlight the positive impact that involving children and young people can have at influencing and improving strategic, organisational and individual levels of performance and service delivery.</p> <p>Raise awareness and understanding of the UNCRC and the role and function of the Children's Commissioner for England and her office.</p>	<p><b>PUBLIC OUTREACH AND ENGAGEMENT</b> - To promote children rights to children and young people – particularly those who are school aged and vulnerable, policy makers and influencers, through our projects and programmes, by providing education and information on children's rights/UNCRC.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Total number of strategic partners of OCC who are either actively engaged in our work or show an interest in / support our work.</p> <p>An increase in engagement via communications channels – including social media in comparison with 11/12.</p>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP1.4	Child Poverty	<p>Determine the appropriateness of key Government measures and indicators of poverty as gauge for the support required from the State for children and young people to realise their rights.</p> <p>Highlight the lived experience of disabled children living in poverty and the impact household income has on material living standards and their well-being.</p> <p>Understand the relationship between disability and poverty from a child's perspective.</p> <p>Examine parent's views of what poverty means in terms of income and examine the realisation of key rights under the UNCRC.</p> <p>Demonstrate the applicability of a rights based approach to addressing child poverty and the interdependence of children's rights and tangible actual experiences of young people.</p>	<p><b>ADVICE AND INFLUENCE</b>  – to realise children's rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP1.5	Health	<p>Investigate children and young people's involvement in health service design and delivery.</p> <p>Develop principles and recommendations for involving children and young people in future health service delivery.</p>	<p><b>ADVICE AND INFLUENCE</b> – to realise children's rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>
SP1.6 & SP1.7	Promoting the UNCRC	<p>a. Project Initiation document approved by Leadership Team</p> <p>b. Gather evidence (this may include reviewing and testing proposed legislation, policy and practice).</p> <p>c. Implement engagement and participation with children and young people</p> <p>d. Produce evidenced case studies and recommendations for relevant parties, in conjunction with an outreach and engagement plan.</p>	<p><b>PUBLIC OUTREACH AND ENGAGEMENT</b> - To promote children rights to children and young people – particularly those who are school aged and vulnerable, policy makers and influencers, through our projects and programmes, by providing education and information on children's rights/ UNCRC.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	Project goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP2.1	Child Sexual Exploitation in Gangs and Groups Inquiry (CSEGG)	<p>Assess the scale, scope, extent and nature of child sexual exploitation in gangs and groups.</p> <p>Identify the remedial activity required to identify, protect, and prevent the abuse of children in this context.</p>	<b>INQUIRIES</b> – to realise children’s rights by using the unique powers under the Children Act 2004.	Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>
SP2.2 & 2.3	Mental Health and Well-being in Youth Justice	<p>Follow through the findings of the current knowledge and evidence review (interim findings due in early May 2012), final findings due August.</p> <p>Ensure that children and young people with neuro-disability in the secure estate will be assessed and that appropriate treatments are commissioned.</p>	<b>ADVICE AND INFLUENCE</b> – to realise children’s rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.	Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP2.4	Immigration, Asylum and Trafficking	<p>Develop practical means of assisting young age disputed asylum seekers to challenge incorrect assessments made by the authorities.</p> <p>Raise the profile of this issue with the main aim of getting statutory guidance on conducting age assessments.</p>	<p><b>ADVICE AND INFLUENCE</b>  – to realise children’s rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>
SP2.5	Impact of Parental Alcohol Misuse	<p>Identify good practice in linking adults and children’s services in respect of alcohol misusing parents.</p> <p>Contribute to the improved recognition and response to children who need protection and support.</p>	<p><b>ADVICE AND INFLUENCE</b>  – to realise children’s rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	Project Goals	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP2.6	Recognition and Telling (Child Protection)	<p>Develop proposals which would improve access to protection and support for children and young people at risk of harm.</p> <p>Produce recommendations and materials which will assist professionals and others to recognise the need for help to assist children and young people to access appropriate protection and to support directly children and young people in need of protection.</p>	<p><b>ADVICE AND INFLUENCE</b>  – to realise children’s rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>
SP2.7	Child Protection in School Settings	<p>Identify models of good practice in child protection in secondary school settings.</p> <p>Identify and share good practice in secondary schools so that they become better in protecting children who are being abused or neglected.</p>	<p><b>ADVICE AND INFLUENCE</b>  – to realise children’s rights by providing advice to relevant bodies and influencing their decision making and/or provision of services to children and young people from a rights based perspective.</p>	<p>Realise and deliver key milestones, using project tolerances: time, cost, risk, benefit, quality and scope.</p>	<p>Number of recommendations that have been:</p> <ul style="list-style-type: none"> <li>- accepted</li> <li>- implemented</li> <li>- under consideration</li> </ul>

Strategic Aims Ref.	Projects	OUTPUTS/MILESTONES 12/13	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP3.1	Financial, Audit and Risk Management	<p>Monthly and annual returns to Department for Education, Cabinet Office, and DWP completed on time.</p> <p>Production and review of monthly audit files to provide assurance of robust financial management.</p> <p>Monthly management reporting and variance analysis.</p> <p>Production of annual accounts and audit file for NAO.</p> <p>Monthly review and update of the risk register.</p> <p>Listen and Learn sessions and ongoing advice to staff and support together with monitoring of how OCC manages information and risk.</p>	<b>ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS</b> – to provide value for money in public money spending.	Realise and deliver key milestones, using project tolerances: time and quality.	<p>Returns completed accurately and on time, that comply with Cabinet Office and DfE requirements.</p> <p>Provide assurance to the accounting officer of strong and robust financial and budgetary control.</p> <p>OCC Accounts laid before Parliament unqualified (Governance and accountability).</p> <p>Risk register managed robustly and no significant risk suffered by OCC.</p> <p>Information risk managed effectively and no loss of information in year.</p>



Strategic Aims Ref.	Projects	OUTPUTS/MILESTONES 12/13	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP3.2	Governance and Administration	<p>All correspondence and enquiries dealt with efficiently, sensitively and on a timely basis.</p> <p>Meetings, venue and travel booked on time to ensure value for money.</p> <p>Governance meetings undertaken:</p> <ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Commissioner Board</li> <li>• Interim Advisory Board</li> <li>• DfE Sponsor Team</li> </ul> <p>Workpro case management kept up to date and managed effectively.</p> <p>Management of the Children's Commissioner information request box.</p> <p>Signposting referral of callers to appropriate organisations for advice and support.</p> <p>Freedom of information requests dealt with on a timely basis</p>	<p><b>ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS</b> – to provide value for money in public money spending.</p>	<p>Realise and deliver key milestones, using project tolerances: time and quality.</p>	<p>The successful provision of back office support ensuring the administration key milestones are delivered to support the Business Plan.</p> <p>Strong and robust governance are in place to scrutinise, challenge, review and provide guidance to OCC senior management to ensure robust internal controls are in place and well managed.</p>

Strategic Aims Ref.	Projects	OUTPUTS/MILESTONES 12/13	Performance Theme	Performance	IMPACT (outcome) INDICATORS
SP3.3	Transition	Quarterly transition meeting with Office of the Children's Rights Director (OCD). Office of the Children's Rights Director (OCD).	<b>ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS</b> – to provide value for money in public money spending.	Realise and deliver key milestones, using project tolerances: time and quality.	Smooth transition to Office of the Children's Commissioner for England (OCC) through collaborative working with OCD to ensure transition takes place with minimum business interruption to the new work of the organisation.
SP3.4	Safeguarding	Safeguarding Policy delivered.  Training programme delivered by NSPCC.	<b>ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS</b> – to provide value for money in public money spending.	Realise and deliver key milestones, using project tolerances: time and quality.	All staff understand and can follow the child protection process.

## HOW WE WILL MANAGE OUR RISKS

The OCC will continue to operate its risk management strategy, identifying strategic and programme risks at senior level, as well as using programme and project management to manage risks to business delivery. The strategic risk register is reviewed at the Quality Management Group and is regularly reviewed by the Audit and Risk Committee.

## HOW WE WILL RESPOND TO CHANGE

We know from experience that new challenges and interferences with children's rights can arise or be uncovered at any point. Alternatively, there are opportunities to promote children's rights and improve their outcomes. Therefore, to enable us to respond at pace we will review this Business Plan on a regular basis at the Children's Commissioner's Board to discuss resource allocation.

## CONTACT



33 Greycoat Street, London, SW1P 2QF

T: 020 7783 8330

E: [info.request@childrenscommissioner.gsi.gov.uk](mailto:info.request@childrenscommissioner.gsi.gov.uk)

[www.childrenscommissioner.gov.uk](http://www.childrenscommissioner.gov.uk)