



BUSINESS PLAN 2013-14

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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 listen to what children and young people tell us and press for their best interests 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 children's and young people's rights are realised, where their views shape decisions made about their lives and they respect the rights of others.

OUR MISSION

We will promote and protect the rights of children in England. We will do this by involving children and young people in our work and ensuring their voices are heard. We will use our statutory powers to undertake inquiries, and our position to engage, advise and influence those making decisions that affect children and young people.

OUR VALUES

Participation – we listen to children, particularly those least likely to be heard and take their views into account in our work.

Positive in promoting the United Nations Convention on the Rights of the Child – we are positive in responding to challenges and opportunities to use the UNCRC to improve children's lives.

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 – we value diversity and respect the dignity of everyone 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 our Business Plan 2013-14. The activities in the plan will be delivered on a budget reduced by 23% from 2009/10 as part of the Comprehensive Spending Review.

Our role and remit were reviewed in 2010, and the review recommended change. We have gone from strength to strength since then, and in 2013-14, we are therefore planning activities that will strengthen our work on promoting and protecting children's rights still further. This plan maps out a year of transition towards a strengthened Office of the Children's Commissioner when the Office of the Children's Rights Director (OCD) will become part of this organisation, pending the passage into law of the Children and Families Bill expected early in 2014.

We have already focussed much of our work on children in contact with social care services, those in or having left the care system, and those living or educated away from home for whatever reason. The Plan for 2014-15, which will be written for the newly merged organisation, will help us consolidate and deliver the changes we will work through in 2013-14.

This Business Plan sets out how we will continue to use the powers and statutory duties granted to us under the Children Act 2004. It completes a strategic two year programme of activities set out in our Strategic Plan 2012-14, whose first year was completed in 2012-13. Over 200 individuals and organisations we work with were consulted on the draft of this business plan. The vast majority of those who responded welcomed its contents.

The UK has been a State Party to the UN Convention on the Rights of the Child since 1991. The Office of the Children's Commissioner's role remains to challenge and encourage policy makers, practitioners, and wider society to stand in the child's shoes whenever possible, so that together we can ensure that the promises made in 1991 are upheld. We base what we do on the UNCRC and other rights instruments, using them all to champion, protect, promote and realise the rights, views and interests of England's children and young people.

As the only statutory body championing the rights of all children, with a particular focus on the otherwise voiceless among them, we have unique powers which include going and meeting children and young people by exercising our legal right of entry into any setting except private homes. Wherever we work, we listen to children, finding out directly from them about their lives and concerns. We promote awareness of what they tell us about their lives, and prompt others to respond to and take action. Their involvement is clear in all our programmes of work, they influence and work alongside all we do, and their voices are clear in all our publications. This will be a central feature in the coming year.

Within our resources, which continue to diminish, our work will focus on key policy areas and professional practice which – for better or worse – affect children’s and young people’s lives. Working closely with partner organisations and children and young people themselves, we will respond to and seek to influence the society in which we and they live, learn, and exercise our citizenship. Our work will seek improvements for children and young people in England so that they can thrive in their personal lives and be supported to make positive contributions to society no matter what their background, current situation or challenges they are facing right now.

We will, through delivering this plan and preparing for the changes to come, continue to work with others to celebrate good practice and challenge wherever improvement is needed, so all our children and young people can thrive.

A handwritten signature in black ink, appearing to read 'M E Atkinson', with a long, sweeping flourish at the end.

Dr Maggie Atkinson

Children’s Commissioner for England

INTRODUCTION

This Business Plan 2013-14 sets out how we will use the Children's Commissioner's powers and independence to promote, protect and realise children's and young people's rights. After a review of the Office of the Children's Commissioner (OCC) in 2010¹, we were charged by the Secretary of State for Education with both promoting and protecting children's rights in line with the review's recommendations, pending legislative change. We welcome the proposals in the Children and Families Bill that strengthen the role of the Children's Commissioner.

The proposed legislation brings together the current Office of the Children's Commissioner and Office of the Children's Rights Director into a new single body. This will build on the strengths and impact of the work of both organisations to ensure all children - particularly the most vulnerable and marginalised - are treated in accordance with domestic law, the UN Convention on the Rights of the Child, and other international instruments and conventions. Working with others in the children's sector and with bodies across society in and beyond government, strengthening the role of the Children's Commissioner will positively influence policy and practice affecting all children.

You will find a full and challenging programme of work in our Business Plan for 2013-14. It is a continuation of both our unwavering pressure on, and constructive policy and practice advice to, Government, statutory agencies and wider society, seeking to end all violations of children and young people's rights in England. We recognise that to deliver it successfully, we must both command the confidence of our key partners, and engage widely and effectively with all who share these aims.

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 the Plan is structured as follows:

- 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, mental health and the implementation of NHS reorganisation [UNCRC Articles 6, 24, 26 and 27];

¹ 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.

- 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, and 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 and young people. We have a particular focus on those whose voices are otherwise not heard. They form a substantial minority of England's under-18s, of which there are over 11 million. Where a child has been in care, or has a disability, our remit on their behalf extends to the age of 21. In all our programmes of work, we engage directly with and take on board the views and opinions of children and young people.

One of our statutory functions is to encourage all services for children and young people to operate from and actively seek to understand their perspective. What we say therefore encourages all adults to care about and improve children's life chances. We track how far they are fulfilling these responsibilities.

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 this Business Plan 2013-14.

Above all, and in everything we do, we say what must be said to those with the power to change things for the better for England's children and young people. Sometimes society, policy makers and the media struggle to accept our and children's calls for positive change. We will nonetheless continue challenging them all 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, and reiterated in the four UK Children's Commissioner's mid-term report on progress against them, published in November 2011;
- the views and experiences of children and young people collected by the Office of the Children's Commissioner and others in the course of our work on all themes;
- 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;
- work that will not duplicate that of other statutory bodies charged with undertaking work on the issues concerned.

OUR FOUR STRATEGIC PRIORITIES

1. We will promote and protect children's and young people's rights to access services and support that enable them to develop, flourish and realise their potential.
2. We will promote and protect children's and young people's right to protection, with particular regard to the most vulnerable groups who are afforded special protection under the UNCRC.
3. We will promote and protect children's and young people's rights to participating in and having their views respected and interests taken into account, in matters and decisions that affect their lives.
4. We will promote and protect children's and young people's rights through the way we work, and by being an efficient organisation that is flexible and capable of responding with authority and expertise.

OUR STRATEGIC PRIORITIES

SP1: We will promote and protect children's and young people's rights to access services and support that enable them to develop, flourish and realise their potential.

We will have particular regard to children's and young people's right to:

- an adequate standard of living (article 27), with extra support from the government for children of families in need (article 26);
- an education (article 28) that develops their talents and abilities to the full (article 29);
- good quality health care (article 24);
- support for children with a disability so that they can also lead a full and decent life (article 23);
- be looked after properly by people who respect their rights if that cannot be done by their own parents (articles 20 & 21).

Our work under this priority will include:

School Exclusions

- 1.1 Improve outcomes for children and young people, including vulnerable and marginalised groups such as those with SEN, from BME backgrounds in conflict with authority or the law looked after children, by completing the second year of our Inquiry into School Exclusions and publishing material on how to tackle the inequalities in the system and information on the extent and nature of illegal exclusions.

Education

- 1.2 Improve outcomes for children by investigating what happens to children who fall through the gaps in or are missing from education provision and how their needs can be met in an increasingly diverse school landscape.

Child Poverty and an adequate standard of living

- 1.3 Examine the impact of poverty on children's and young people's hopes and dreams, and how to overcome barriers that prevent them from realising their rights, by completing Amplify's project on child poverty.
- 1.4 Examine the impact of low income on the realisation of children's rights by using the methodology and rights framework developed by the office in 2012/13 with disabled young people.
- 1.5 Continue to examine and communicate the impact of welfare reform on children's and young people's lives, especially for groups most at risk of experiencing problems resulting from

legislation and reduced financial support for key services. Some aspects of this work will be completed by working with the Children's Commissioners in other UK jurisdictions, and to influence the CPU, DWP and all other parts of government.

Health

- 1.6 Challenge the NHS through the Children's Outcomes Framework Strategy, to ensure reforms consider children and young people, including those in care, as a population with a right to a voice in how their needs are met. The Commissioner remains a member of the Department of Health's Children and Young People's Health Outcomes Forum, working with Ministers, senior officials, the Chief Medical Officer and others to ensure this work is successful.
- 1.7 Continue to challenge commissioners and providers of mental health services across a wide range of settings.

SP2: We will promote and protect children's and young people's right to protection, with particular regard to the most vulnerable groups who are afforded special protection under the UNCRC.

We will have particular regard to children's and young people's right to:

- protection from sexual abuse and exploitation (article 34);
- protection from injury, violence and neglect (articles 9, 19 and 37);
- be looked after properly by people who respect their rights if that cannot be done by their own parents (articles 20 and 21);
- fair treatment and respect by the criminal justice and legal system, even when they have are placed in detention (articles 37 and 39);
- special care and support for refugee and asylum seeking children and young people and those who may have been trafficked or subject to immigration controls (article 22).

Our work under this priority will include:

Child Sexual Exploitation in Groups and Gangs (CSEGG) Inquiry

- 2.1 Publishing the final CSEGG Inquiry report, which will be based on highlighting and recommending best practice to central and local government, the police, health and other key agencies on how to: identify, recognise and combat child sexual exploitation; develop preventative programmes; and deliver effective intervention and rehabilitation for victims.
- 2.2 Exposing the ways in which consent to sexual activity is both understood and given by children and young people, and how these understandings shape their choices and experiences.
- 2.3 Assessing the existing literature on children's and young people's

use of pornography, and the potential impact it may have on them, and offering recommendations to inform the final CSEGG Inquiry Report.

- 2.4 Exploring how sexual violence in gang-affected neighbourhoods can be prevented and how young people experiencing it can be supported, using University of Bedfordshire research commissioned by the OCC.

Looked after Children

- 2.5 Working to ensure that improvements in the protection and safety of children in need, at risk, and looked after as recommended in the CSEGG accelerated report are fully implemented.
- 2.6 Pending the approval of Parliament regarding the forthcoming legislation to reform the Office of the Children's Commissioner, we will work with the Office of the Children's Rights Director to plan for a strengthened voice for looked after children that combines the current remit of the CRD and the unique powers and duties of the Children's Commissioner. This includes ensuring children on remand are able to access the full support of the OCC like all other looked after children.
- 2.7 Responding to relevant consultations and policies from both national government and other agencies e.g. ADCS, as well as further developing OCC future plans to prioritise the rights of looked after children.

Safeguarding and child protection policy

- 2.8 Proposing models of help so that children and young people can access protection and help at an earlier stage.
- 2.9 Contributing to the improvement of outcomes of children living in environments where parental alcohol abuse is an issue, by disseminating an approach to discovering and responding to the needs of children affected by this issue at a local level.
- 2.10 Investigating and disseminating 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.

Children detained and deprived of their liberty

2.11 Securing 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.²

Refugee, asylum seeking and trafficked children and young people

2.12 Protecting the rights and welfare of asylum and refugee seeking children, (especially unaccompanied minors who become children in care and those who may have been trafficked, many of whom do not claim asylum and therefore are less well protected), and children in families subject to immigration restrictions by continuing to seek the realisation of the recommendations in our 2012 report *Landing in Dover*, and on-going work concerning family removals and age determination arrangements.

Youth Justice

2.13 Following up on recommendations from 'I must have been born bad', including work on support and treatment for young people in the secure estate with mental health and neuro-developmental disorders.

Anti- Bullying

2.14 Realising improved support for children being bullied by supporting our on-going commitment to the work of the voluntary sector and others, including the presence as chair, by the Director of Policy on the ABA.

² 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.

SP3: We will promote and protect children’s and young people’s rights to participating in and having their views respected and interests taken into account, in matters and decisions that affect their lives.

We will have particular regard to children’s and young people’s right to:

- Have a say in all matters affecting them, and have their views taken seriously (article 12);
- Be free to say what they think, seek and receive information and meet with other children and young people (articles 13 and 15);
- Privacy and to have a private life (article 16);
- Receive reliable information that they can understand from the media (article 17).

Our work under this priority will include:

Participation

- 3.1 Ensuring the views and experiences of children and young people inform and influence all our work.
- 3.2 Extending our participation networks across the country to ensure we are including, and taking full account of the voices of children and young people across all areas of our work.
- 3.3 Embedding Amplify’s role as the Commissioner and OCC’s children’s and young people’s advisory group, by enabling them to undertake their own project as well as informing and advising on all of the OCC’s work and operations.
- 3.4 Developing our work with children under the age of 11 in order to ensure that they have opportunities to support and contribute to our planning and programme delivery.
- 3.5 Involving and engaging with children and young people in our consultation, research and policy development work, across all policy themes and programmes of work.
- 3.6 Reporting the voices, concerns and positive contributions of children and young people, through highlighting their voices in our publications and other materials, through Amplify, and as part of our work around the Children’s Commissioner’s Takeover Day, its further development, evaluation and promotion.

Promoting children’s rights

- 3.7 Publishing a minimum of three Child Rights Impact Assessments that highlight how key proposals, policy or legislation will impact children and young people.
- 3.8 Testing the principles for child friendly complaints systems developed through our work in 2011/12 against public services not yet examined by OCC.

- 3.9 Produce a report for the CRC on the UK's progress against the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography; and develop an evidence base on children and young people's rights to submit to other International Treaty bodies, including the Committee on the Rights of Persons with Disabilities and the Committee on the Elimination of Discrimination Against Women.

SP4: We will promote and protect children's and young people's rights through the way we work, and by being an efficient organisation that is flexible and capable of responding with authority and expertise.

We will have particular regard to how a national rights institution for children should operate as outlined in UNCRC General Comment 2 and the UN's Principles relating to the Status of National Institutions (Paris Principles).

Our work under this priority will include:

- 4.1 Being accountable, transparent and having robust governance arrangements;
- 4.2 Demonstrating good value for money, maximising resources for OCC programmes and projects working directly with children and young people;
- 4.3 Advising 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, and fully resourced Paris Principles compliant Human Rights Institution for children and young people;
- 4.4 Supporting and challenging 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;
- 4.5 Responsive work (e.g. consultations, media work, speaking engagements and Parliamentary activity).

BUDGET AND RESOURCES 2013–14

BUDGET 2013-14	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	TOTAL	Budget 2012/13	Variance
BUDGETED INCOME															
TOTAL BUDGETED INCOMING RESOURCES	189,250	189,250	189,250	189,250	189,250	189,250	189,250	189,250	189,250	189,250	189,250	189,250	2,271,000	2,500,000	229,000
BUDGETED STAFF COSTS															
TOTAL BUDGETED STAFF COSTS	144,230	142,722	140,968	135,779	138,734	135,066	135,066	135,066	135,066	135,066	135,066	139,480	1,652,312	1,628,758	(23,554)
BUDGETED GOVERNANCE COSTS															
TOTAL BUDGETED GOVERNANCE COSTS	275	275	0	0	4,374	0	4,649	0	4,649	0	4,649	25,211	44,084	36,200	(7,884)
BUDGETED PROJECT COSTS															
TOTAL BUDGETED PROJECT COSTS	37,188	37,188	12,188	12,188	33,688	50,260	12,188	23,688	12,188	12,188	12,188	22,188	277,327	460,018	182,691
BUDGETED CORPORATE ENGAGEMENT COSTS															
TOTAL BUDGETED CORPORATE ENGAGEMENT COSTS	3,342	3,342	3,342	3,342	3,342	3,342	3,342	3,342	3,342	3,342	3,342	3,342	40,098	59,100	19,002
BUDGETED PREMISES COSTS															
TOTAL BUDGETED PREMISES COSTS	16,024	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	14,316	173,495	185,908	12,413
BUDGETED SUPPORT COSTS															
TOTAL BUDGETED SUPPORT COSTS	10,407	10,496	5,991	5,991	5,991	7,491	5,991	5,991	5,991	5,991	5,991	7,491	83,817	108,550	24,733
BUDGETED CAPITAL EXPENDITURE															
TOTAL BUDGETED CAPITAL EXPENDITURE	8,239	8,239	1,239	1,239	1,239	1,239	1,239	1,239	1,239	1,239	1,239	1,239	28,867	21,251	(7,617)
TOTAL BUDGETED EXPENDITURE	219,704	216,577	178,044	172,854	201,684	211,714	176,791	183,642	176,791	172,142	176,791	213,266	2,300,000	2,499,784	199,783
OPERATING SURPLUS/(DEFICIT)	(30,454)	(27,327)	11,206	16,396	(12,434)	(22,464)	12,459	5,608	12,459	17,108	12,459	(24,016)	(29,000)	216	29,217

Introduction

The 2013-14 Budget has been prepared to support the strategic themes identified in the Business Plan for 2013-14.

Efficiency savings

The Office of the Children's Commissioner Budget has been reduced as part of the Comprehensive Spending Review (CSR) from £3.0M in 2009-10 to £2.3M in 2013-14. This has represented a reduction in funding of 23% to date.

In order to make efficiency savings and continue to deliver for Children the OCC made the following savings:

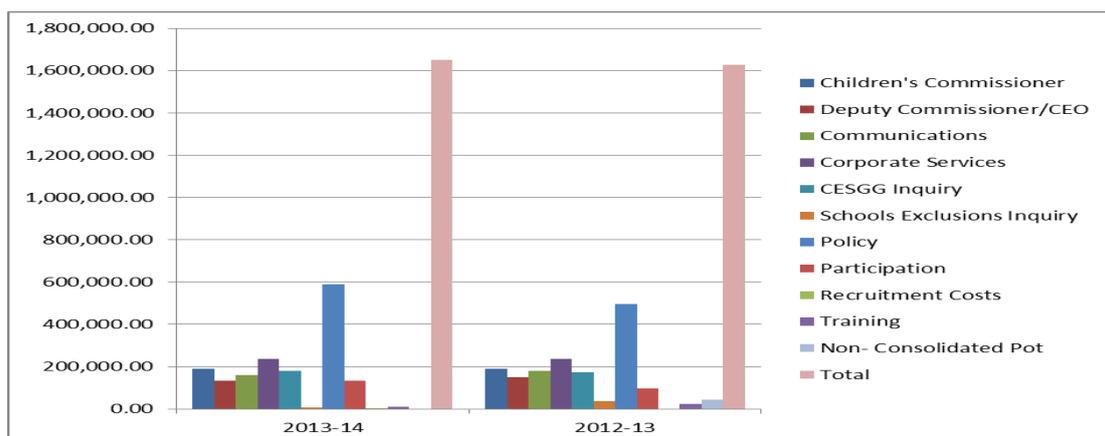
- Premises – The OCC moved from London Bridge to offices in Victoria in February 2011. This resulted in efficiency savings of £150K per annum;
- Staff costs - Communications - The Communications directorate has been reduced from five staff led by a Director of Communications to three staff led by a Head of Communications resulting in efficiency savings of £130K per annum;
- Staff costs – Corporate Services – The Corporate Services directorate has been reduced from seven to five staff resulting in efficiency savings of £52K per annum;
- Corporate Engagement costs – The budget allocated to Corporate Engagement has been reduced over the last two years from £100K to £40K. This represents a reduction of 60K per annum;
- Project costs - The budget allocated to projects has been reduced as a result of the reduction in budget from £460K in 2012-13 to £277K in 2013-14. This represents a reduction of £183K.

Since formation the OCC's resource allocation has not been subject to inflationary increase. The present value of the £3.0M in today's term as per the RPI Index is £2,443M.

1. Budgeted Incoming resources £2.3M (2012-13 - £2.5M)

The resource allocation confirmed by the Department for Education (DfE) for 2013-14 is £2.3M. The resource allocation has been apportioned by DfE as follows: Admin £1,841M; Programme costs £430,000; and Depreciation (non-cash) £29,000.

2. Budgeted Staff costs £1,652M (2012-13 £1,629M)



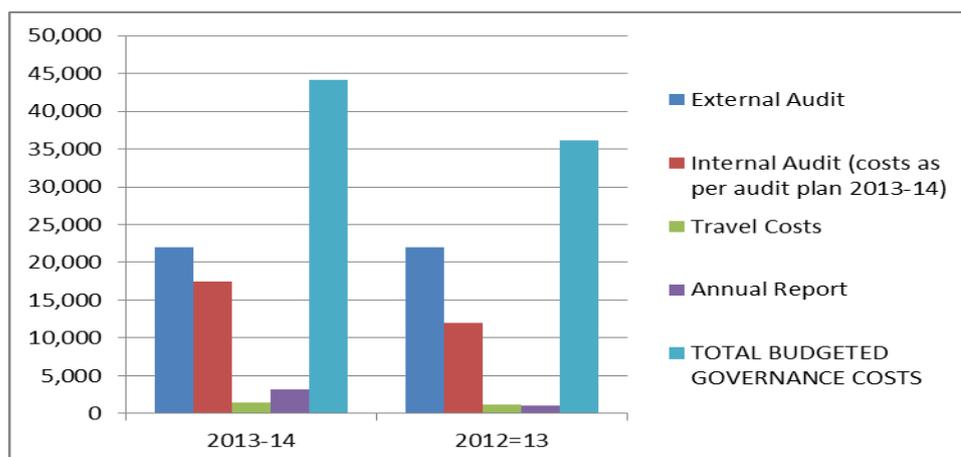
The staff budget for 2013-14 has been prepared on the following basis:

- Support the delivery of the key strategic themes identified in the Business Plan 2013-14;
- Increased resourcing to support the Schools Exclusions Inquiry, CSEGG Inquiry, Education, Health, Immigration and Asylum, Children's Rights, Safeguarding, Health, Youth Justice, and Equalities;
- Increased Participation resource of three staff to engage with a wider age range of children and young people;
- Basic pay award of 1% as per the Chancellor's Autumn Statement. Staff were placed in a pay freeze a year earlier than other Government Departments. This has resulted in no increments, pay awards or bonuses to staff for three years.

Staff costs attributable to supporting the delivery of strategic themes represents 84% of the overall staff budget.

Efficiency savings have been made resulting with the deletion of two posts, Senior Communications Officer (SIO) in the Communications directorate and the post of Executive Assistant (EA) in the Corporate Services directorate.

3. Budgeted Governance costs £44K (2012-13 36K)



The governance budget for 2013-14 includes the following budgeted costs:

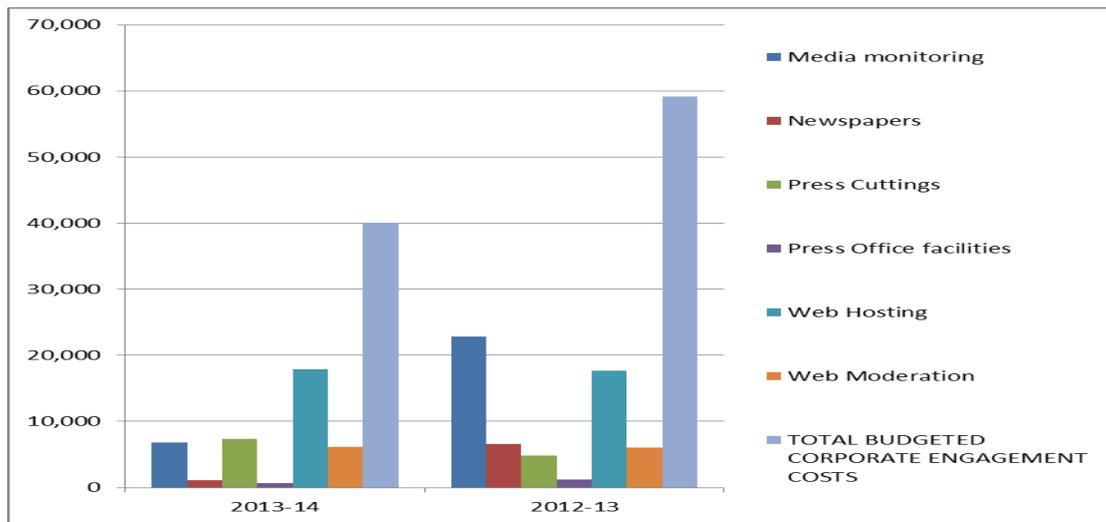
- External Audit;
- Internal Audit;
- Audit & Risk committee travel expenses;
- Annual report.

The increase in governance costs in 2013-14 is represented by transitions auditing resulting from the reform of the Office of the Children's Commissioner (OCC) pending legislative change.

4. Budgeted Project costs £277K (2012-13 £460K)

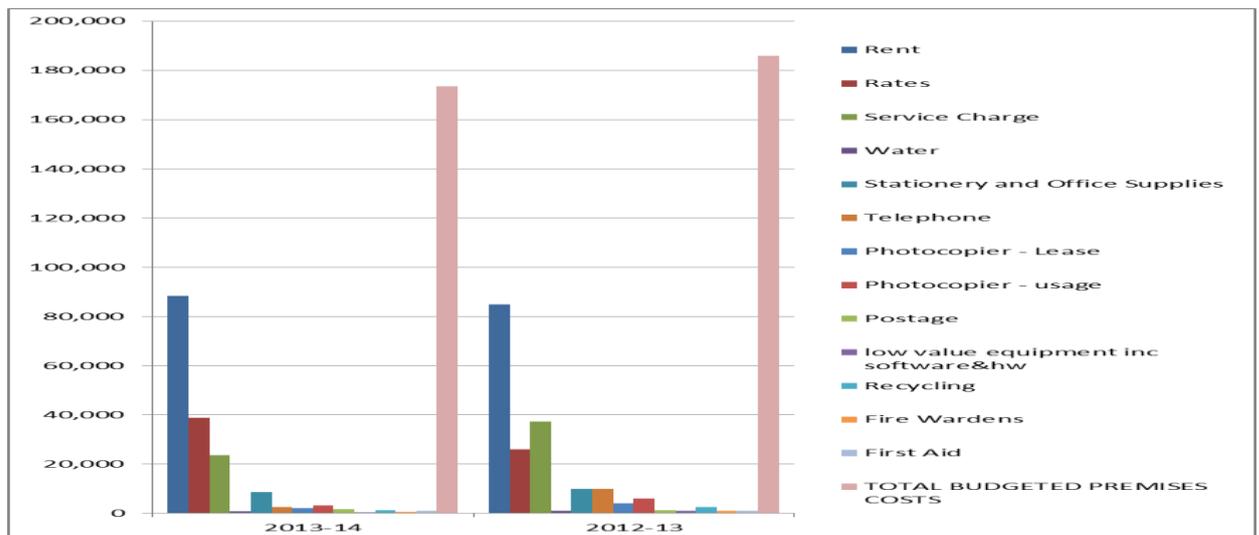
Budgeted project costs have been recorded based on anticipated budgetary need to support the delivery of key strategic priorities. The Schools Exclusions Inquiry, CSEGG Inquiry, and the Recognition and Telling project span three financial years. The Inquiries commenced in 2011-12. Parental Alcohol Misuse and the CRIA on the Chancellor's Budget in March span two financial years.

5. Budgeted Corporate Engagement costs £40K (2012-13 £59K)



Budgeted Corporate Engagement costs have been reduced as OCC continues to seek efficiency savings. The Corporate Engagement budget has been reduced by 32% in 2013-14.

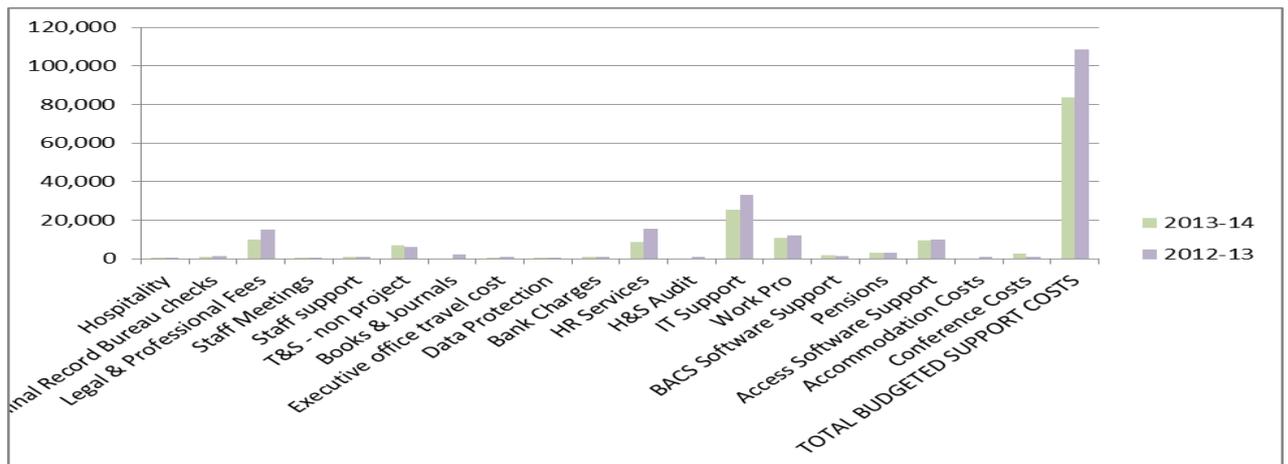
6. Premises costs £173K (2012-13 £186K)



6. Premises costs £173K (2012-13 £186K) – continued

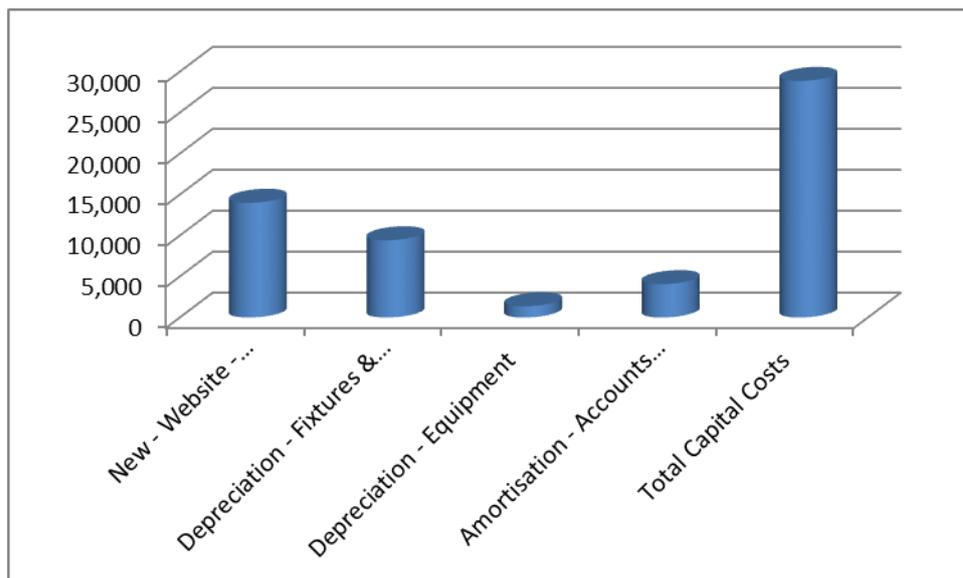
Budgeted premises costs have been recorded based upon actual costs of rent, rates, service charges, and utilities costs incurred in this financial year. The budget has been reduced as a result of further efficiency savings.

7. Support costs £84K (2012-13 £109K)



Budgeted Support costs have been estimated based on actual expenditure incurred and future business requirements.

8. Capital expenditure £29K (2012-13 £21K)



Budget capital expenditure relates to costs of the development of updating current website (dependent on government approval), the depreciation of fixture and fittings and equipment.

WHAT WE WILL DELIVER IN 2013-14

Strategic Priority	UNCRC Cluster/ Programme	PROJECTS	*Owner
SP1: We will promote and protect children's and young people's rights to access services and support that enable them to develop, flourish and realise their potential.	Education	School Exclusions Inquiry (SP1.1)	CC
	Education	Education (SP1.2)	CC
	Health and well-being	Child Poverty (SP1.3,1.4 & 1.5)	DPP
	Health and well-being	Health (SP1.6)	DPP
SP2: We will promote and protect children's and young people's right to protection, with particular regard to the most vulnerable groups who are afforded special protection under the UNCRC.	Special protection measures	Child Sexual Exploitation in Gangs and Groups Inquiry (CSEGG) (SP2.1,2.2,2.3 & 2.4)	DCC
	Special protection measures	Children in Care (SP2.5,2.6 & 2.7))	DCC
	Family environment and Alternative care	Safeguarding and child protection policy (SP2.8,2.9 & 2.10)	DCC

Strategic Priority	UNCRC Cluster/ Programme	PROJECTS	*Owner
SP2: We will promote and protect children’s and young people’s right to protection, with particular regard to the most vulnerable groups who are afforded special protection under the UNCRC.	Special protection measures	Children detained and deprived of their liberty (2.11)	CC / DCC
	Special protection measures	Immigration, Asylum and Trafficking (SP2.12)	DPP
	Special protection measures	Youth Justice (SP2.13)	DCC
	Health and well-being	Anti-Bullying (SP2.14)	DPP
SP3: We will promote and protect children’s and young people’s rights to participating in and having their views respected and interests taken into account, in matters and decisions that affect their lives.	General Principles	Participation (SP3.1,3.2, 3.3, 3.4, 3.5 & 3.6)	DPP
	UNCRC implementation	Promoting children’s rights (SP3.7 & 3.8)	CC

Strategic Priority	UNCRC Cluster/ Programme	PROJECTS	*Owner
SP4: We will promote and protect children's and young people's rights through the way we work, and by being an efficient organisation that is flexible and capable of responding with authority and expertise.	UNCRC implementation	Financial, Audit and Risk Management (SP4.1)	DCS
	UNCRC implementation	Procurement, HR & Performance (SP4.2)	DCS
	UNCRC implementation	Transition (SP4.3)	CC / DCC
	UNCRC implementation	UK's progress on the UNCRC (SP4.4)	CC
	UNCRC implementation	Responsive work (SP4.5)	CC

***Owner:**

- **CC** **Children's Commissioner**
- **DCC** **Deputy Children's Commissioner / Chief Executive**
- **DCS** **Director of Corporate Services**
- **DPP** **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 2012/13, we will use four themes to measure 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.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
School Exclusions Inquiry. SP 1.1.	INQUIRIES⁴	Report published in April 2013 on the extent and nature of illegal exclusions. Coverage of report secured in national and trade media Publish a guide to the exclusion process for parents	Reduce the negative effect of exclusions on excluded children's lives. Promote widespread good practice in regard to school exclusions where the child's best interest is at the heart of practice and decision making. Maximise the impact of year two's work, and to lead to further	Number of recommendations from <i>They never give up on you</i> that have been accepted and adopted. Number of Enquiries made to OCC on this issue over the period of 12 months. Number of examples of practice improvement received over the twelve months from the publication of <i>They never give up on you</i> .

³ These are corporate level outputs and are only some of the deliverables noted in individual project plans.

⁴ Based on the purpose of NHRIs set out by the UN the purpose of OCC undertaking Inquiries is to realise children's rights by using the unique powers under the Children Act 2004.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>and children and young people by May 2013.</p> <p>By June 2013 publish a report on the impact of <i>They never give up on you</i>, noting progress on recommendations one year on from publication.</p> <p>Produce a project plan by June 2013 on how year two findings and recommendations will be taken forward.</p>	<p>improvements in provision for children at risk of exclusion.</p>	<p>Number of recommendations from the reports published as part of year two of the Inquiry on inequalities and illegal exclusions that have been accepted and adopted.</p> <p>The Government and other statutory bodies named in the recommendation from reports published as part of year two of the Inquiry provide a written response to OCC, which is logged and retained.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
Education. SP 1.2.	ADVICE AND INFLUENCE⁵	<p>Publish a report on safeguarding practice in secondary schools with recommendations on how to realise good practice.</p> <p>Coverage of report secured in trade media</p> <p>Produce an evidence base during 2013/14 for what happens to children who fall through the gaps in education provision and how their needs can be met within the current and developing school system.</p>	<p>For primary schools to implement the recommendations of <i>You have someone to trust</i>, and secondary schools and colleges to adopt stronger safeguarding practice in order to better protect children and young people from abuse.</p> <p>Provide a better understanding to policy makers and practitioners about which groups of children may 'fall between the gaps' in the current education system.</p> <p>Improve outcomes for children by investigating what happens to children who may not receive a full education.</p>	<p>Number of recommendations from <i>You have someone to trust</i>, published in 2012, that have been accepted and adopted.</p> <p>Number of organisations (statutory, public, voluntary, and private), representative organisations, and individuals who engage with OCC on this safeguarding in schools project.</p> <p>Ensure the Government and other statutory bodies named in the recommendation provide a written response to OCC.</p>

⁵ Based on the purpose of NHRIs set out by the UN the purpose of OCC providing Advice and Influence is 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.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		Publish recommendations on how practice can be improved for children identified by the work on those who 'fall through the gaps'.		
Child Poverty. SP 1.3, 1.4 &1.5.	ADVICE AND INFLUENCE	<p>A report published by the end of April developed and delivered by Amplify's looking at the poverty of hopes and dreams (opportunity and aspiration) amongst their peers.</p> <p>A report published by May 2013 examining the impact of low income on the realisation of disabled children's rights.</p>	<p>Realise the recommendations from <i>Trying to get by</i> published by OCC in 2011.</p> <p>Influence the work programme of, and publications from, the Child Poverty Unit and Social Mobility and Child Poverty Commission.</p> <p>Promote the realisation of Article 12 in relation to the Government's Child Poverty strategy and the Social Mobility and Child Poverty Commission annual report on progress against the Child Poverty Act.</p> <p>For disabled children's rights to be recognised by the</p>	<p>Amplify to successfully meet with members of the DfE's Child Poverty Unit and Social Mobility and Child Poverty Commission.</p> <p>References appear from Amplify's reports in publications from other organisations', including Government documents.</p> <p>The number of recommendations that have been accepted and adopted from OCC's child poverty reports, including <i>Trying to get by</i>.</p> <p>Government and other statutory bodies named in the recommendation provide a written response to OCC, which is logged and retained.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>Coverage of report secured in national and trade media</p> <p>A set of public policy recommendations linked to both reports.</p> <p>Evidence produced during 2013/14 on the impact of welfare reform on children and young people's lives.</p>	<p>Government.</p> <p>That a children's rights'-based framework be used in analysing the impact of poverty on different groups of children and young people – first by the OCC and then by the Government.</p>	
Health. SP 1.6.	ADVICE AND INFLUENCE	A project plan will be produced on how to take forward the recommendations contained in a report due to be published in March 2013 on young people's participation in strategic health decisions and	<p>Promote the use of the Children's Outcomes Framework Strategy within the NHS and use the document to hold all parts of the system to accountable to children and young people's health rights.</p> <p>Ensure the forum is influenced and goes on to influence and monitor the NHS, through the Children's Commissioner's active membership of the forum.</p>	<p>The number of recommendations that have been accepted and adopted from <i>It takes a lot of courage</i> published by OCC in 2012.</p> <p>The number of organisations that have committed to adopting the principles that have been developed from <i>It takes a lot of courage</i>.</p> <p>Proof of the number of recommendations that have accepted and adopted from</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>structures.</p> <p>Publish a report setting out the responses OCC has received and principles for a child friendly complaints system based on evidence from <i>It takes a lot of courage</i>.</p>	<p>Evidence that Article 12 is embodied in strategic structures and decision making processes across the NHS.</p> <p>To realise the recommendations from <i>It takes a lot of courage</i> published by OCC in 2012.</p>	<p>OCC's report on participation published in March 2013.</p> <p>The Government and other statutory bodies named in the recommendation provide a written response to OCC.</p>
<p>Child Sexual Exploitation in Gangs and Groups Inquiry (CSEGG). SP 2.1, 2.2, 2.3 & 2.4.</p>	<p>INQUIRIES</p>	<p>Publish the final CSEGG Inquiry report by autumn 2013, making recommendations to central and local government, and other key agencies</p> <p>Coverage secured in national, trade and local media</p> <p>Final report published by autumn 2013</p>	<p>Realise the recommendations from <i>I thought I was the only one in the world</i>.</p> <p>For the Inquiry's final report to influence and impact the work of national and local bodies and improve how the sexual exploitation of children and young people is identified, recognised and addressed through the develop and provision of preventative programmes and effective interventions and rehabilitation for victims.</p>	<p>The number of recommendations that have been accepted and adopted from <i>I thought I was the only one in the world</i> published in 2012.</p> <p>The number of recommendations that have been accepted and adopted from the final CSEGG Inquiry report.</p> <p>Government and other statutory bodies named in the recommendation provide a written response to OCC, which is logged and retained.</p> <p>Number of references to the CSEGG Inquiry and report are contained in</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>examining the issue of consent amongst children and young people.</p> <p>By autumn 2013 publish literature review report on children and young people's use of pornography.</p> <p>Publish research by the University of Bedfordshire on how sexual violence in gang-affected neighbourhoods can be prevented.</p>	<p>For OCC's findings to influence the work and policies of government, national bodies and local service providers through:</p> <ul style="list-style-type: none"> • a better understanding of the reality of the ways in which consent is understood and given in children and young people's worlds being exposed, and how these understandings shape their choices and experiences; • sharing the learning from the literature review on children and young people's use of pornography, and the potential impact this may have on their relationships and expectations, offering recommendations to inform the final CSEGG Inquiry Report; and • disseminating the University of Bedfordshire's research for OCC on how sexual violence in gang-affected neighbourhoods can be prevented and how young people experiencing sexual 	<p>national strategy documents.</p> <p>References to the CSEGG Inquiry findings are in guidance and consultation documents, proving impact of our work on policy and practice.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
			violence can be supported.	
Looked after Children. SP 2.5, 2.6 & 2.7.	ADVICE AND INFLUENCE	<p>Contribute and participate in relevant advisory and consultative processes and respond to relevant local and national consultations and policies.</p> <p>Ensure that the interests of looked after children are considered within the planning of all the other projects contained in the</p>	<p>Working to ensure that improvements in the protection and safety of looked after children, as recommended in the CSEGG accelerated report are fully implemented.</p> <p>The views and interests of looked after children and reflected in the decision making of groups and consultations OCC has been involved in.</p>	<p>Record of the number of consultation documents and submissions made during 13-14.</p> <p>Record the OCC's contribution to improvements in the care system through participation in relevant advisory and consultative processes.</p> <p>By establishing groups of looked after children, or young people with experience of social services and the care system as part of OCC participation network, recording the number of meetings and numbers OCC has engaged with as well as the number of projects and documents this engagement has influenced.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>OCC's business plan.</p> <p>Work cooperatively with OCRD to plan for a strengthened voice for looked after within the organisation post April 2014.</p>		
Safeguarding and child protection. SP 2.8, 2.9 & 2.10.	ADVICE AND INFLUENCE	<p>Publish report based on a two-year research programme (current working title Recognition and telling) looking at:</p> <ul style="list-style-type: none"> • the barriers children and young people face in telling adults about their abuse; and • developing proposals which would improve their access to 	<p>Contribute to improved outcomes for children living with parental alcohol misuse, by disseminating good practice approaches to discovering and responding to the needs of children at a local level.</p> <p>Follow up on recommendations from previous work, including the OCC report Silent Voices, in order to influence policy concerning the impact on children of parental alcohol misuse.</p> <p>Realise improved safeguarding practice in primary schools by</p>	<p>The number of organisations, including local authorities, to which each report on the subject of safeguarding is disseminated, and the number of responses received noting what action has been taken in response to each.</p> <p>The number of recommendations that have been accepted and adopted from Silent Voices and You have someone to trust reports.</p> <p>The number of recommendations that have been accepted and adopted from the three reports published in 2013/14 on safeguarding in secondary schools, parental alcohol misuse and Recognition</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>protection and support.</p> <p>Coverage secured in national and trade media</p> <p>Produce recommendations and materials which will assist professionals better assist and protect children and young people at risk of harm or abuse.</p> <p>Publish a report based on research that will identify good practice in supporting children of alcohol misusing parents.</p> <p>Publish a report based on work commissioned by OCC to identify and</p>	<p>ensuring that the findings and practical tips from You have someone to trust are disseminated as widely as possible across the primary school sector.</p> <p>Promote better safeguarding practice in schools by disseminating findings on good practice, addressing the role of schools in child protection and their ability to work with children's services.</p>	<p>and telling.</p> <p>The Government and other statutory bodies named in the recommendation provide a written response to OCC, which is logged and retained.</p> <p>Number of references to OCC's research, reports and recommendations on safeguarding made in Parliament, in government documents and other national strategy documents or consultations.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		share good practice in secondary schools so that they become better in safeguarding and protecting children who are being abused or neglected.		
Children detained and deprived of their liberty. SP 2.11.	ADVICE AND INFLUENCE	<p>Continue to visit institutions where children and young people are detained or deprived of their liberty. This will include the youth justice secure estate, mental health and immigration facilities.</p> <p>To publish OCC's findings from these visits.</p> <p>Contribute to the</p>	<p>Secure children's safety in places where they are deprived of their liberty.</p> <p>To promote and protect children's rights in places where children are deprived of their liberty, and increase awareness of children's rights standards amongst professional working in these settings.</p>	<p>Record of findings from visits and assess progress against recommendations from previous OCC projects, including <i>I must have been born bad.</i></p> <p>Inclusion of OCC's work in the NPM annual report for 2012/13 and 2013/14.</p> <p>The establishment of a children and young people's NPM sub-group and the number of times this group meets.</p> <p>Responses received from institutions visited by OCC, which are logged and retained.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>National Preventative Mechanism's (NPM) annual report.</p> <p>Establish a children and young people's sub-group within the NPM.</p>		
Immigration, Asylum and Trafficking. SP 2.12.	ADVICE AND INFLUENCE	<p>Publish a report on the family returns process including recommendations on ways in which children's rights can be better promoted and protected though the removals process.</p> <p>Coverage of report secured in national media.</p> <p>Produce timely responses to consultations and</p>	<p>Protect the rights and welfare of asylum and refugee seeking children, (especially unaccompanied minors and those who may have been trafficked), and children in families subject to immigration restrictions.</p> <p>Contribute to reforming the age determination process in line with the recommendations from OCC's work in 2012/13.</p> <p>Advise the Family Returns Panel and UKBA on the family returns system's compliance with children's rights.</p>	<p>The number of recommendations that have been accepted and adopted from OCC reports on issues relating to immigration control, asylum and / or trafficking published in 2013/14.</p> <p>Government and other statutory bodies named in any report's recommendation provide a written response to OCC, which is logged and retained</p> <p>The number of stakeholder meetings attended and organisations' work OCC has contributed to during 2013/14.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>submissions to inquiries.</p> <p>Where appropriate undertake to make interventions in strategic legal cases to promote children's rights.</p> <p>Provide expert advice and attend advisory group meetings for other external projects, including work undertaken by the Northern Irish Commissioner for Children and Young People (NICCY).</p>		
Youth Justice. SP 2.13.	ADVICE AND INFLUENCE	Provide stakeholders with an update on progress made against the recommendations	Follow up on recommendations from <i>I must have been born bad</i> , and <i>Nobody made the connection</i> , including work on support and treatment for young people in the secure estate with	The number of recommendations that have been accepted and adopted from <i>I must have been born bad</i> , and <i>Nobody made the connection</i> reports.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		contained in <i>I must have been born bad</i> , and <i>Nobody made the connection</i> .	mental health and neuro-developmental disorder.	
Anti-Bullying. SP 2.14.	ADVICE AND INFLUENCE	To support the work of the Anti-Bullying Alliance through releasing a member of OCC's leadership to chair the Alliance. Support Anti-Bullying Week in 2013.	Realise improved support for children being bullied by supporting ABA and it's aim to: <ul style="list-style-type: none"> strengthen the Government's definition of bullying; realise a duty on schools to record instances of bullying; and improve understanding of and services to disabled children and young people who are bullied. 	The number of ABA and anti-bullying related meetings attended or supported by OCC staff. The number of ABA policy goals realised during 2013/14. The degree to which our work on bullying can be shown to have an influence on other's work.
Participation. SP 3.1, 3.2, 3.3, 3.4, 3.5 & 3.6.	PUBLIC OUTREACH AND ENGAGEMENT⁶	Amplify to publish their own report on the subject of children and young people's hopes and dreams and the	Ensuring the views and experiences of children and young people inform and influence all our work. Amplify to be involved in OCC's	Number of Participation networks established by the end of 2013/14. The number of young people who have contributed to OCC's work during 2013/14.

⁶ Based on the purpose of NHRIs set out by the UN the purpose of OCC undertaking **Public Outreach and Engagement** is 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.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>impact poverty has on these.</p> <p>At least two residential meetings for Amplify during 2013/14 and for all of Amplify's different sub-groups to have a face-to-face meeting outside these whole group times.</p> <p>Establish participation networks across at least three of OCC's policy areas.</p> <p>Deliver Takeover Day 2013 with more children and young people participating than ever before.</p> <p>Work directly with children under the age of 10 and</p>	<p>recruitment and procurement processes.</p> <p>Provide a voice for children under the age of 10 and ensure they are able to contribute to OCC's work and the work of the Government and external organisations.</p> <p>Report the voices and concerns of children and young people, through Amplify and the other advisory groups.</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>Further develop, promote, and evaluate the impact of the Takeover Day to ensure it is embedded in children, young people, and public understanding and consciousness as an annual</p>	<p>The number of publications that children and young people have some clear and direct influence over, or input into.</p> <p>References to OCC's participation work in other national documents, including reports, consultations, inquiries, strategies, and media outlets.</p> <p>Collaborative participation work undertaken with other UK Children's Commissioner's Offices in preparation for the UK report to the CRC.</p> <p>Percentage of stakeholders surveyed, including children and young people, who are positive about OCC's work.</p> <p>The number of children, young people and organisations who participate in Takeover Day 2013, with an increase in the numbers of participating organisations that make it clear they are embedding participation in their work.</p> <p>Degree to which participating bodies report their involvement has led to their embedding of participation of children and</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>ensure that their views and experiences are part of the business planning process for 2014/15.</p> <p>Relaunch regular OCC electronic newsletter and launch regular electronic stakeholder briefings.</p> <p>Develop and implement children's and young people's communications strategy.</p>	<p>event embedded in strong participation in schools, services, businesses and localities.</p>	<p>young people involvement in their work.</p> <p>Produce a briefing on the role and importance of participation in the design, delivery and evaluation of public policy and services that affect children and young people, and record the number of mentions in those documents that OCC influence is significant or has made a difference.</p> <p>Revise and refresh OCC website so that it better enables the organisation to fulfil its statutory remit and role, and record the increase in hits and positive feedback from users</p>
<p>Promoting Children's Rights. SP 3.7, 3.8 & 3.9.</p>	<p>ADVICE AND INFLUENCE</p>	<p>Publish a minimum of three Child Rights Impact Assessments during 2013/14.</p>	<p>Heighten awareness of children's rights and impact of proposals on them leading to greater consideration of their rights.</p>	<p>The number of recommendations accepted and adopted from <i>It takes a lot of courage</i> and <i>Why are they going to listen to me?</i></p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>Ensure all OCC reports, responses and submissions contain information on children's rights and references to appropriate sections of the CRC.</p> <p>Publish briefings on key rights based issues.</p>	<p>Test the principles for child friendly complaints systems developed through our work in 2011/12 against public services not yet examined by OCC.</p> <p>For International Treaty Bodies other than the CRC to acknowledge children's rights and the distinct issues that may face children and young people in England.</p>	<p>The number of organisations that respond to OCC indicating how the reports <i>It takes a lot of courage</i> and <i>Why are they going to listen to me?</i> has led to a change in practice.</p> <p>The number of submissions made by OCC to UN Treaty Bodies.</p> <p>Number of references in Parliament and external publications to OCC's CRIAs, and / or evidence presented in CRIAs in Parliamentary debate.</p>
Financial, Audit and Risk Management SP4.1.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS⁷	<p>Monthly returns to Department for Education, Cabinet Office.</p> <p>Production and review of monthly</p>	<p>Returns completed accurately and on time, that comply with Cabinet Office and DfE requirements.</p> <p>Assurance to the accounting officer of strong and robust</p>	<p>Number of Internal audit recommendations completed.</p> <p>Substantial assurances or better from internal audit on all themes.</p> <p>Unqualified Accounts after NAO audits.</p>

⁷ Based on the purpose of NHRIs set out by the UN the purpose of OCC realising **Organisational Efficiency and Effectiveness** is to provide value for money in public money spending.

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>audit files, updated risk register and project management meetings.</p> <p>Annual reviews of Financial procedures, HR Staff Handbook, Procurement Manual and policies</p> <p>Production of annual accounts and audit file for NAO, with month nine draft financial statements for NAO and DfE.</p>	<p>financial and budgetary control, risk management, and information assurance.</p>	

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
Procurement, HR and Performance. SP4.2.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS	<p>Monthly procurement reports submitted to senior management team.</p> <p>Quarterly Performance Reports submitted to Leadership Team.</p> <p>HR quarterly updates.</p>	<p>Procurement compliant with Cabinet Office and DfE requirements.</p> <p>Performance monitoring and review enabling OCC meet objectives of the Business Plan.</p> <p>Effective management of the HR function enabling the OCC to fulfil its remit and comply with relevant legislation.</p>	<p>Timely monthly returns to Department for Education.</p> <p>Value for money achieved and Treasury guidelines adhered to at all times.</p> <p>All correction of deviations from the plan in timely fashion and within agreed tolerances.</p> <p>Compliance with relevant employment legislation and good practice.</p>
Public Sector Equality Duty. SP4.2.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS	Publish objectives showing due regard to eliminate discrimination and harassment, to advance equality of opportunity and to foster good relations.	<p>OCC is compliant with the legislation, guidance and good practice in terms of equality policy and practice.</p> <p>OCC's Business Plan and work reflects the outcome of its regular equality audit of its work programme and projects.</p>	<p>Publish a report proving Equality and Diversity compliance with PSED by April 2014.</p> <p>Recommendations and conclusions from <i>Children and Equality - Equality evidence relating to children and young people in England</i> reflected in the OCC's projects and Business Plan in 2013/14.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
Governance & Administration SP4.2.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS	<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 compliance with efficiency controls.</p> <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>Governance meetings undertaken showing strong challenge and support to the business of the OCC:</p> <ul style="list-style-type: none"> • Audit and Risk; • Commissioner Board; • Interim Advisory Board; • DfE Sponsor Team; and • QMG <p>Freedom of Information report produced every 6 months.</p>	<p>Low number of overdue cases in Workpro.</p> <p>FOI requests processed within allocated timescales.</p> <p>The successful provision of back office support ensuring the administration key milestones are delivered to support the Business Plan.</p> <p>Quarterly correspondence reports.</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
Transition. SP4.3.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS	<p>Publication of a new OCCE Business Plan incorporating new remit and functions no later than April 1st 2014.</p> <p>Delivery of an organisational structure for the post legislative Office during 2013.</p> <p>Joint DfE/ OCRD/ OCC statements from the Transition Programme Board on the legislative and transition processes.</p>	<p>Smooth transition to OCCE through collaborative working with OCRD to ensure transition takes place with minimum business interruption to the new work of the organisation.</p> <p>That the Government introduce and pass legislation that will create a new Office of the Children's Commissioner for England (OCCE) that is stronger, more independent, fully resourced and Paris Principles compliant.</p>	<p>Publication of a new OCCE Business Plan incorporating new remit and functions no later than April 1st 2014.</p> <p>Deliver full 2013/14 Business Plan by April 2014.</p> <p>Annual Report and Governance statement for 2013-14 successfully completed as close to the end of the 2013-14 financial year as possible in readiness for 2014.</p>
UK's progress on the UNCRC and Responsive work. SP4.4, 4.5.	ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS	Produce a joint plan with the other UK Children's Commissioners that will lead to the production of an evidenced joint report to the CRC in	<p>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.</p> <p>Ensure that both the UK</p>	<p>Government acknowledges the evidence provided by the OCC as a valuable shadow to the UK State Party report.</p> <p>The UK State Party Report reflects the views of children and young people.</p> <p>A plan is in place and included for the</p>

Project	Performance Theme	What are we going to deliver? ³ (Outputs)	What do we want to achieve? (Outcomes)	How will we measure what we do?
		<p>2014/15.</p> <p>Deliver a workshop for children and young people with experience of the immigration during 2013 to ensure their views are sought and reflected in the UK State Party Report due in January 2014.</p> <p>Responses or submissions to at least 19 national consultations or inquiries during 2013/14.⁸</p>	<p>children's Commissioners' shadow report and the UK Government State Party report include the views and experiences of children and young people.</p> <p>Policy makers and legislators to be influenced by OCC's expertise and submissions.</p> <p>Policies, strategies, guidance or legislation to which OCC has responded to reflect the views and interests of children and young people, as well as their rights.</p>	<p>production of the UK Children's Commissioner's report, and that the resources required are reflected in OCC's 2014/15 Business Plan.</p> <p>Number of consultation responses and submissions produced and published by OCC during 2013/14 that reference UNCRC and draw on evidence from children and young people.</p> <p>Number of recommendations made in responses and submissions that are reflected in subsequent related documents.</p>

⁸ This figure is based the average number of responsive publications produced between 2010/11 and 2012/13.

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 monthly 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.

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