



**MILLION**

## One-year plan

April 2007 –  
March 2008



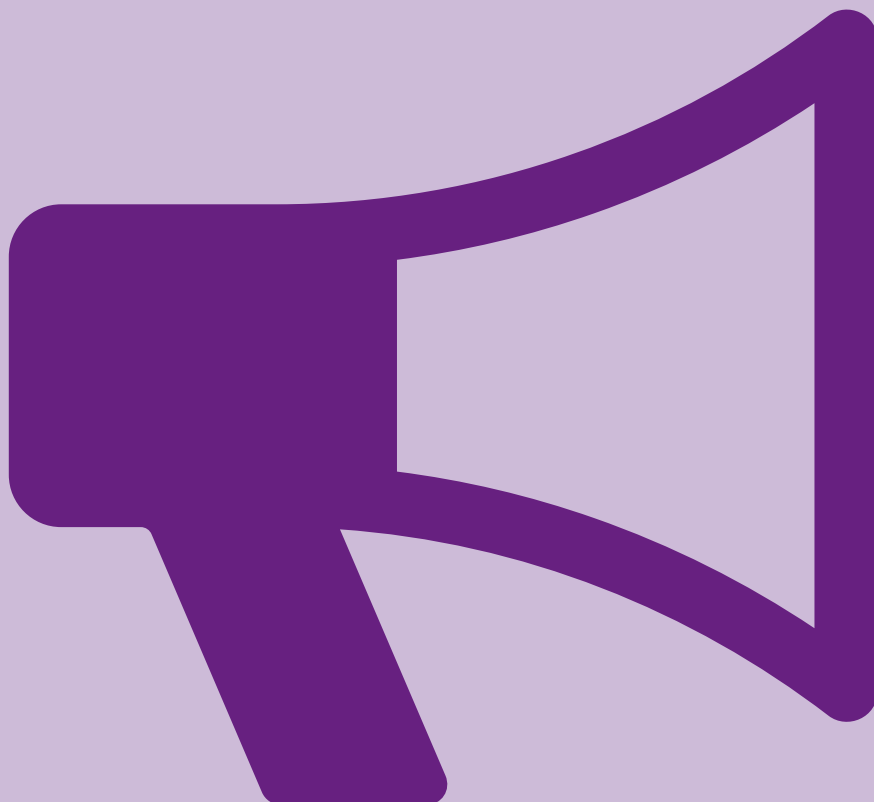


**“The 11 MILLION children and young people in England have a voice.”**  
Children’s Commissioner for England, Professor Sir Albert Aynsley-Green

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# Section 1

## **Executive summary**



Under our plan we have set ourselves two long-term goals:



Children and young people see significant improvements in their wellbeing and can freely enjoy their rights under the United Nations Convention on the Rights of the Child (UNCRC)<sup>1</sup>.

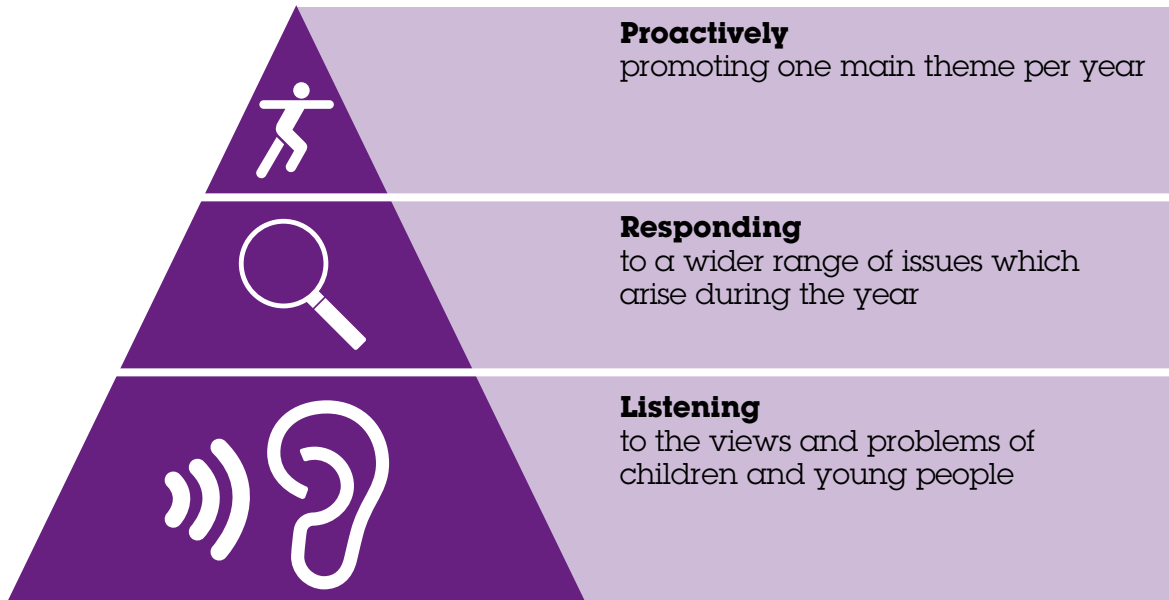


Children and young people are more highly valued by adult society.

We believe that if we do our job well, we will notice significant improvements to the lives of children and young people. We will strive to achieve these improvements as a result of our own actions and those of a great many other people and organisations.

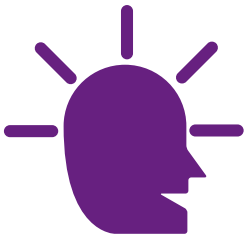
<sup>1</sup>For more information on the UNCRC visit: [www.unicef.org.uk/uncrc](http://www.unicef.org.uk/uncrc)

## We are planning to focus our resources on three types of activity:



In addition, events during the year may require the Children's Commissioner's to launch an inquiry into a specific area of concern

## Our proactive mode



### Our theme for this year is **Happy and Healthy**

We will be working with children in three different age groups moving between the different stages of childhood, especially focusing on children and young people who face hardship. We will explore children's views about health and happiness, and what they and their friends can do to achieve it. We will also support children and young people to help their peers be happy and healthy, and will make recommendations from our work.

## Our responsive mode

**We will influence emerging policy on six Spotlight areas during this financial year:**



Youth justice and anti-social behaviour



Asylum and trafficking



A fair life



Mental health



Enjoying education and leisure



Staying safe

We will also assess the impact proposed legislation may have on children and young people.

Working together with the other United Kingdom Children's Commissioners we will compile an analysis on how the United Nations Committee on the Rights of the Child is applied in this country.

## Our listening mode



All children have a right to raise any issue with 11 MILLION led by the Children's Commissioner. We will listen to what children and young people have to say, communicating what we've learnt to others, and using the insights provided to determine our priorities.

We will invest in new systems this year that will enable us to record each call, letter, email, and website communication we receive from children and young people. This will enable us to monitor the views and concerns children and young people bring to us.

## Children and young people at the heart of 11 MILLION



We will be setting up new ways in which children and young people can have a say in what we do. This includes an annual summer planning event with children and young people and project groups to work alongside our staff.



## Developing our capacity

We will be making investments to improve the way we go about our business in nine key areas:

### **1. Valuing the contribution children and young people make to 11 MILLION**

We will continue to develop our approach to child protection and the participation of children and young people in our work.

### **2. Building our skills**

We will invest in training to ensure that staff and volunteers have the skills and competencies needed to meet our objectives.

### **3. Developing our online presence**

We will invest in our website to enable children and young people to have their say through interactive tools, and we'll track the issues they raise.

### **4. Understanding the Rights of the Child**

We will compile an analysis on how the United Nations Convention on the Rights of the Child is being applied in England, and develop a system to track changes.

### **5. Presenting a welcoming and professional organisation**

We will continue to update our business procedures to ensure we deliver excellent customer service and meet the standards required by data protection.

### **6. Building an organisation based on quality**

We will improve our systems on a continuous basis to ensure we are well planned, productive, supportive and client-focused.

### **7. Responding to environmental concerns**

We will reduce our carbon footprint.

### **8. Making the best use of information technology**

We will develop our IT systems so they deliver the services we need and provide value for money.

### **9. Growing our influence**

We will invest new staff resources in public affairs.

### **Resources**

We expect our expenditure for 2007-08 to be £3,318,376. £3 million of this is from grant in aid provided by the Department for Education and Skills. The remainder comes from other sources. Our headcount of staff will go up from 23 to 30 people (from 22.4 full-time equivalents to 27).

## Key performance indicators



### Key performance indicators



### Targets for this year



### How will we measure this?

<p><b>1. How many children and young people are telling us their views through our website?</b></p>	<p>5,000 children and young people have logged their views on issues through our website</p>	<p>From web records</p>
<p><b>2. We have engaged with specific groups on the issues which affect them and they have worked with us to shape the messages 11 MILLION brings to decision-makers at national, regional and local level</b></p>	<p>Each of our Spotlight areas will have carried out a programme of participation with children and young people to gather their views</p>	<p>Participation log gives us a full breakdown of children and young people involved in the Spotlights, with information on their diverse backgrounds</p>
<p><b>3. Children and young people are deeply involved in planning and delivering our work</b></p>	<p>300 children and young people have regular and sustained involvement in helping us plan, deliver and evaluate our projects. 50% of these will be from groups of children who do not have other adequate means by which to have their views known.</p>	<p>Participation log gives us a full breakdown of children and young people involved in our projects, with information on their diverse backgrounds</p>
<p><b>4. Children and young people know about the Children's Commissioner for England</b></p>	<p>20% of children and young people between the ages of 5 and 18 years of age will have awareness of the Children's Commissioner</p>	<p>By independent survey and through insertion of questions in surveys undertaken by partners</p>
<p><b>5. Professionals working with children and young people are aware of the Children's Commissioner for England</b></p>	<p>25% of senior and mid level managers in local authority children's services will have awareness of the Children's Commissioner</p>	<p>By independent survey and through insertion of questions in surveys undertaken by partners</p>

This chart sets out our broader performance management framework for our five-year strategy. Some of these measures form part of the key performance indicator chart, alongside indicators of organisational efficiency. Our key performance indicators and targets are as follows:



### Key performance indicators



### Targets for this year

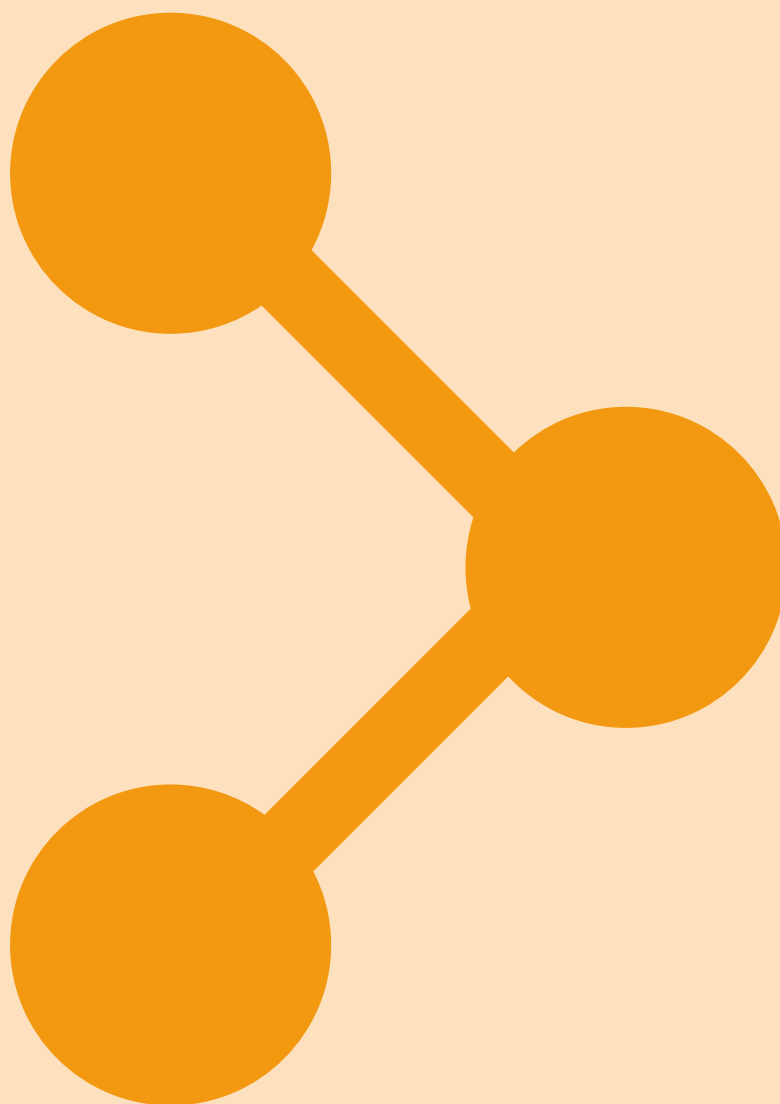


### How will we measure this?

<b>6. Specific policy recommendations coming through the annual theme</b>	<i>Happy and Healthy</i> project results in clear recommendations for policy and practice produced by children and young people	Project report
<b>7. We have published regular status reports on the issues, communicating what we have learnt and making recommendations as appropriate</b>	Six Spotlight reports published during the year	Publications log Children's Commissioner's annual statement, to be published in November 2007
<b>8. We communicate what we have learnt from our interactions with children and young people</b>	Four quarterly reports on issues coming to us from children and young people	Publications log
<b>9. The annual event for children and young people makes decisions about 50% of our available project budgets</b>	The theme for 2008/9 will have been determined by the annual children and young people's event which will take place during summer 2007	2008/9 business plan
<b>10. We have high standards of customer service</b>	90% of letters to us should be responded to within 20 days	Correspondence log
<b>11. We operate efficient financial systems</b>	100% of invoices not in dispute will be paid within 30 days of their receipt in our office	Invoice log
<b>12. Our human resources practices are designed to help us achieve our mission</b>	100% of our permanent staff will have been recruited with the involvement of children and young people's panels	Recruitment records

## Section 2

# How will we structure our work?



## Our long-term goals

In our five-year plan we have set ourselves two key long-term goals:



Children and young people see significant improvements in their wellbeing and can freely enjoy their rights under the United Nations Convention on the Rights of the Child (UNCRC).

All our efforts will be focused on achieving these two long-term goals.

We believe that if we do our job well, we will notice significant improvements to the lives of children and young people. We will strive to achieve these improvements as a result of our own actions and those of a great many other people and organisations.



Children and young people are more highly valued by adult society.

## Five-year objectives

- 1 To show that we've made a **significant difference** to the lives of children and young people in England
- 2 To **focus on a limited number of policy areas**, working with others in partnership to achieve maximum impact
- 3 To develop **in-depth knowledge** about the experiences and challenges of infancy, childhood and adolescence, in order to **communicate what it is like to be a child or young person today** to decision-makers and the public
- 4 To ensure **children and young people play a central role in planning**, developing and delivering our five-year plan
- 5 To **influence change** and improvement at local level as well as at national policy level
- 6 To **increase the impact** our work has on the lives and rights of 11 million children in England
- 7 To examine how far **children's views and interests could be better represented** by future developments in the role of the Children's Commissioner

## How will we work?

- **expose** the issues that are important to children and young people
- **provoke** discussion and debate, particularly through the media
- **influence** parents and carers, the public and politicians
- **inform** and **scrutinise** policy affecting children and young people
- **hold organisations** and people in positions of authority and influence to account
- **celebrate** and **promote** the role of children and young people in our society.

Most of our attention is dedicated towards children and young people in England. This is because the welfare of children in other parts of the UK is looked after by the devolved administrations in those countries. However, there are issues which have not been fully devolved and we will of course continue to take an interest in these as they develop. The main areas where we will be involved in non-devolved issues are immigration and asylum (for all of the United Kingdom) and the youth justice system (for England and Wales). We will work with the Children's Commissioners in the other countries in the United Kingdom on these and other matters of mutual interest.

The Children Act 2004 requires the Children's Commissioner to be concerned with the five aspects of well-being covered in *Every Child Matters* – the national government initiative aimed at improving outcomes for all children:

- Physical and mental health and emotional well-being;
- Protection from harm and neglect;
- Education, training and recreation;
- The contribution made by children to society;
- Social and economic well-being.

The Children Act 2004 also requires the Children's Commissioner to have regard to the United Nations Convention on the Rights of the Child (UNCRC).

We believe that progress on *Every Child Matters* outcomes will help children to enjoy fully their rights under the UNCRC. The UNCRC underpins our work and informs which areas and issues we focus our efforts on.

The Children's Commissioner must involve children and young people in his work. This means children and young people play an important role in deciding which issues we'll be working on and how we should take our work forward.

**The views and experiences of children and young people are so diverse that we can only tackle some of them. The following guiding principles will enable us to get the best from our resources:**



**With focus**

If we are to improve children's lives we must provide policy makers with insights and knowledge that add to the policy debate.

The views and interests of children and young people are so diverse it would require a budget and organisation much bigger than ours to develop specialist knowledge in every area of importance or concern to children and young people. We will therefore focus our efforts on a carefully selected number of issues. This will enhance our efficiency, impact and success.

To have a real impact we need to be respected for the quality of our contributions, rather than the quantity. We will enhance our effectiveness by collaborating with other organisations – sharing the data, experience and networks they have already developed.



**With flexibility**

We need to be able to respond to new issues which emerge rapidly and demand our immediate attention. By reviewing our work at regular intervals – at least every three months in this year's plan – we will have the flexibility to tackle emerging issues.

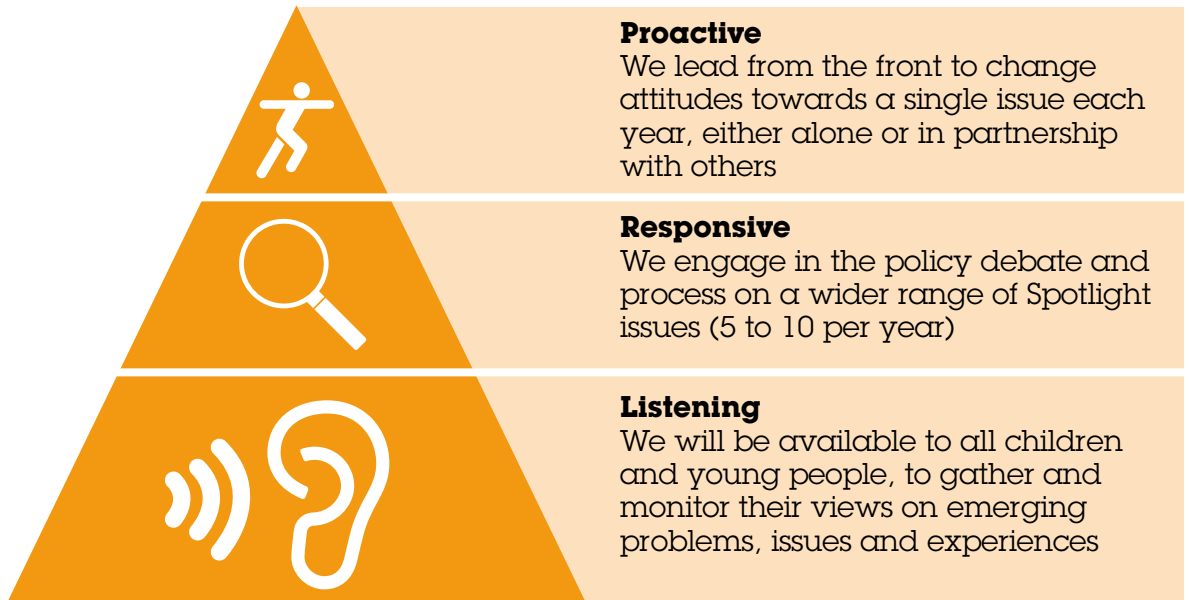


**By listening to children and young people**

We must always be available to listen to the problems and needs of all children and young people.



## By operating at three different levels



The range of issues we engage in is more focused the higher up the pyramid we go.

## **How did we choose our priorities for 2007-08?**

**We worked with a large number of children and young people throughout 2006/2007 to determine our direction and develop our five-year plan.**

Over 3,000 children and young people took part in our Shout! competition over the summer of 2006, telling us what issues they would like us to work on, and what they thought the Children's Commissioner should achieve. We also set up a group of 12 young Assistant Commissioners for England (ACE), who worked with us on the more detailed planning. We've also talked with groups of children who have in-depth knowledge of different situations such as disability and autism.

We collated everything we learnt over the course of 2006/2007 and used this information to decide our priorities for the year ahead.

Our choice of theme and Spotlight issues for 2007-08 is strongly influenced by children and young people. However, the final decisions were made by adults, with the ultimate responsibility for setting the annual budget and plan resting with the Children's Commissioner and his Board. Because children and young people were not involved directly in this final stage of our planning process we cannot claim full participation this year. However, the process we have developed for the future will involve more thorough participation. We will make budgeting decisions in partnership with children and young people at an annual summer planning event, and will establish certain areas of our budget where children and young people will make final decisions about how our resources are deployed.

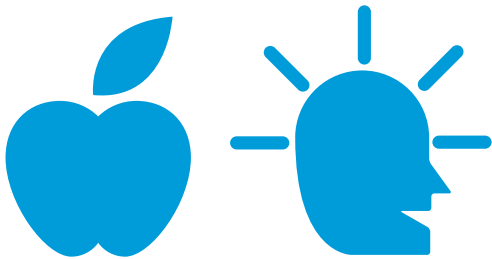
## Section 3

# Our proactive mode



## Our proactive mode

The objective for this theme is:  
Children and young people at risk of social exclusion can make better decisions about their health and happiness through key life stages – starting primary school, moving to secondary school, and later teenage years.



In order to maximise our impact we will focus on one major theme each year. Our theme for this year is **Happy and Healthy**.

We will be working with nine different groups of children in three different age groups (3 to 5, 11 to 12, and 16 to 17) to explore what happy and healthy means to them, how they can act to improve their health and well-being, and what adults can do to help them. This will be an in-depth project to allow a thorough investigation. Groups of children and young people will develop new ways of communicating ideas around happiness and health, which we expect to include art work, web content, and other new media formats. We will present their recommendations at the end of the programme in order to influence policy and practice at a national and local level.

**By the end of the year children and young people working on this project will:**

- understand the potential dangers of risky behaviour
- understand what influences their decisions
- feel better equipped to support their peers
- feel more supported through periods of change and transition
- lead debate on their health and well-being needs
- be able to influence local decisions.

**In addition:**

- children and young people who participate in our work will benefit from increased self-esteem and confidence
- 11 MILLION will have demonstrated best practice in active participation and involving children in our work
- local service delivery will better reflect the needs of children and young people
- the project will produce recommendations which will impact national policy development
- we will have used children and young people's views to influence lasting change.

**Our proactive theme will be carried out in three phases:**

**Phase one:**

**February 2007 – March 2007**

1. Exploring and engaging potential partners to help us deliver our themed programme of work
2. Deciding on the best way to involve children and young people
3. Plan project timings
4. Complete project plans and contracts with partners

**Phase two:**

**March 2007 – October 2007**

1. Meet with partners to finalise all aspects of residential weekend
2. Residential weekend
3. Ongoing liaison with project partners
4. Roll-out of communications mentor programme

**Phase three:**

**October 2007 – March 2008**

1. Children and young people to finalise outputs for publication
2. Children and young people active in local and national policy development
3. Celebration events and independent evaluation

# Section 4

## Our responsive mode



# We will respond to important issues concerning children and young people throughout the year, by using three approaches:

- **Spotlight areas**
- **Child Impact Assessments**
- **Reporting to the United Nations**

## **Spotlight areas**

Our contact with children and young people enables us to record all the issues they are raising with us. Our policy work gives us a broad awareness of developments in decision-making concerning services for children and young people. From these sources of information, we have identified six areas we think 11 MILLION led by the Children's Commissioner should monitor throughout the year. These 'Spotlight' areas have been based on an assessment of the following criteria:

- whether it is a priority for children and young people and whether it is an issue they have raised with us or not
  - evolving evidence on the lives of children and young people in the five areas covered by *Every Child Matters*
  - recent observations on the United Nations Committee on the Rights of the Child, the European Commissioner for Human Rights and other relevant institutions
  - mapping the work of other organisations in our field of work to hear their concerns, avoid duplication and maximise the potential of partnerships
  - issues arising in the media in response to external events
  - political and governmental interest including whether there is any new or proposed policy and legislation.
- Each Spotlight issue has a member of staff in our policy team attached to it who will be responsible for promoting the views and interests of children and young people through:
- making sure we are aware of developments in this area in policy, practice and legislation
  - talking to children and young people who are directly affected by the issue
  - developing a policy position based on evidence from different sources including a review of the literature
  - briefing the Children's Commissioner on the issue
  - taking the opportunity to speak out and influence policy and practice
  - reacting to events which impact on the lives of children and young people.

The Spotlight issues we have chosen for 2007-08, and the reasons for choosing them, now follow.



## Spotlight 1: Youth justice and anti-social behaviour

This Spotlight area links primarily to the *Every Child Matters* outcome Make a positive contribution to society, and with Articles 37 and 40 of the United Nations Convention on the Rights of the Child in relation to Youth Justice, and with Articles 2, 16 and 31 in respect of anti-social behaviour.

More children and young people are imprisoned in the UK than in most other European countries. A high rate of re-offending is clear evidence that this approach is failing to provide the rehabilitation and support that vulnerable children and young people who get into trouble with the law need.

The criminal justice system has increasingly widened its reach, bringing in younger children for lesser offences and often accelerating their way through the system. We wish to see fewer children in custody and a lower rate of re-offending, with greater emphasis on preventing children from entering the criminal justice system in the first place. We would like to see further exploration of remedial justice approaches and alternatives to custody in circumstances where the evidence suggests there is a more effective means of tackling offending and anti-social behaviour.

The Government's anti-social behaviour agenda will be an area of particular focus for us in 2007-08. We have substantial concerns about the impact of this agenda on children's rights to equality and privacy free of discrimination. We are also concerned about how anti-social behaviour measures may hasten the entry of children and young people into the

criminal justice system, as well as the broader implications for how children and young people are demonised in the media and perceived by society.

Our action plan for this Spotlight area includes:

- visits to Young Offender Institutions and other secure settings using the Commissioner's statutory powers
- responding to key documents and draft legislation as they emerge
- monitoring the impact of anti-social behaviour measures on the rights and lives of children and young people
- monitoring the outcome of the inquests into the deaths of three young people in youth custody and commenting on any policy implications which emerge
- preparing and submitting evidence to the UN Committee on the application of the Convention on the Rights of the Child
- working in partnership with National Children's Bureau and the Children's Legal Centre to assess the impact the Criminal Justice Bill may have on children and young people, monitoring the progress of this Bill and responding to issues raised by this draft legislation.





## Spotlight 2: Asylum and trafficking

This Spotlight area links to all five *Every Child Matters* outcomes, and relates to the rights outlined in the United Nations Convention on the Rights of the Child at Articles 22 and 37 and, for trafficking, Articles 32, 34 and 35.

Children seeking asylum are amongst the most vulnerable in society. Whether independent or with their families, children from abroad seeking a safe and secure place to live in the UK have poor access to services. Asylum-seeking children who come to the UK without their parents are normally taken into care until they reach the age of 18. Those living with their families live in fear of being detained and deported if they are not given the right to remain. There is considerable uncertainty about the impact of future policy in this area.

Children and young people from abroad who are seeking a safe place to live in the UK are not always protected by legislation in the same way that children who are UK citizens are. For example, Immigration Officials are not included in the list of employees or organisations who have a duty to safeguard and promote the welfare of children under section 11 of the Children Act 2004. The 2002 Concluding Observations of the UN Committee on the Rights of the Child included recommendations on the way in which children and young people in the asylum system should be treated.

Since this is a non-devolved issue the Children's Commissioner has a mandate which covers all asylum-seeking children in the UK. We will defend the rights of these children by:

- responding to the Unaccompanied Asylum Seeking Children Reform Programme consultation
- publishing a report to show what it is like to be a child seeking asylum in the UK
- publishing a report with recommendations about the treatment of children separated from their parents
- monitoring draft legislation and policy as they emerge
- looking at the way policy is implemented at a local level
- holding regular meetings with the Home Office to discuss issues of concern identified by young people or their representatives (both unaccompanied children and those within families)
- publishing the findings of an inquiry into the treatment of unaccompanied young people being cared for by local authorities
- liaising with the other UK Children's Commissioners to ensure that the needs of children in different countries are given equal weight
- preparing evidence for submission to the UN Committee on the Convention on the Rights of the Child
- monitoring developments on the trafficking of children.



## Spotlight 3: A fair life

This Spotlight area links to the Making a positive contribution and Economic wellbeing outcome in *Every Child Matters*, and with Articles 2, 18, 19, 23, 27 and 37 of the United Nations Conventions on the Rights of the Child.

Improving equality and stamping out discrimination is crucial to improve the rights of children and young people. There are many different aspects to this including gender, sexuality, faith, class, disability, ethnicity and age – all of which raise issues for children and young people.

Disabled children and young people should have the same opportunities as other children and young people, but they are frequently let down by poor services and a lack of co-ordination between service providers. 11 MILLION, led by the Children's Commissioner, will ensure that disabled children and young people contribute to our work. We will also:

- press for improvements in the provision of electric powered wheelchairs on the NHS
- seek additional resources for disabled children and young people in the Comprehensive Spending Review 2007
- keep abreast of developments in the Every Disabled Child Matters campaign and monitor any legislative and policy changes affecting disabled children
- ensure that the views of disabled children are expressed throughout our full range of work.

Tackling social exclusion and child poverty are high up on the Government's agenda, resulting in a high level of policy development. 11 MILLION is strongly committed to raising awareness of the needs and views of children who are socially excluded or living in poverty. Our aim is to increase access to the services they need through:

- responding to and being involved in the work to deliver the Social Exclusion Action Plan, including the Health Led Parenting Partnership pilots and the Families at Risk Review
- contributing views on the needs of children affected by parental difficulties such as substance and alcohol misuse and mental health problems
- highlighting the importance of poverty and social exclusion as critical factors impacting on children's lives
- monitoring the implementation of Housing Benefit sanctions for anti-social behaviour and any other benefit issues which may impact on children and families.

In its last report on the UK (2002), the UN Committee on the Rights of the Child concluded that the UK law on the physical punishment of children was in breach of the child's right to human dignity, physical integrity and equal protection. Following a legal challenge in the European Court of Human Rights, the UK Parliament amended the legislation relating to the physical punishment of children, via section 58 of the Children Act 2004.

The Children's Commissioner is concerned that section 58 of the Children Act 2004 continues to breach the United Nations Convention on the Rights of the Child, by failing to provide children with equal protection under the law on common assault. This view is supported by:

- a recent General Comment from the UN Committee on the Rights of the Child (June 2006);
- the UN Study on Violence Against Children (October 2006);
- the latest report on the UK by the European Committee of Social Rights (July 2005);
- and by the views of the current European Human Rights Commissioner.

We will therefore work towards a repeal of section 58 of the Children Act 2004 and promote equal protection against common assault for all children in England, by:

- pressing for a review of section 58 of the Children Act 2004
- working with MPs to gain support for equal protection against common assault for all children in England
- supporting the judicial review undertaken by the Northern Ireland Commissioner for Children and Young People in regard on the extension of section 58 to Northern Ireland
- engaging in media activity to raise public awareness of the principle of equal protection against common assault for children in England.



## Spotlight 4: Mental health

This Spotlight area links to the Be healthy outcome of *Every Child Matters*, and has direct links to Articles 23 and 24 of the United Nations Convention on the Rights of the Child.

One in ten children and young people in England are known to have a mental health problem. Mental health promotion is, rightly, seen as everybody's business, with schools and early years settings making an important contribution to the well-being of children and young people at all stages of their lives.

Significant growth in mental health services for children and young people has been achieved in recent years through a major investment programme and specific Government target. However, despite the improvements, we are still concerned about the continuing problems in access to services, with delays in some locations and major difficulty in finding suitable beds in dedicated facilities. Some GPs still feel unable to refer young people to an adequate local service at all due to a lack of provision. There is evidence in some parts of the country of under investment in services with clinical posts being lost and a risk that some of the progress made in the last three years will be eroded.

### **11 MILLION will tackle this through:**

- monitoring the Mental Health Bill as it goes through both Houses of Parliament to ensure that the needs of young people with mental health problems are safeguarded through legislation
- monitoring the responses to the recommendations in our report on young people in adult mental health facilities, published in January 2007
- holding those responsible for commissioning and providing mental health services to children and young people to account
- pressing for urgent action to be taken to tackle the mental health needs of young offenders, particularly those who suffer from serious mental health disorders, which make it inappropriate for them to be in custody.



## Spotlight 5: Enjoying education and leisure

This Spotlight area links to the Enjoying and achieving outcomes under *Every Child Matters*, and is in line with Articles 28, 29 and 31 of the United Nations Convention on the Rights of the Child.

Access to a range of stimulating and affordable leisure opportunities is important to all children and young people and has a huge impact on the quality of their lives. Appropriate stimulation in the early years of life has a major impact on achievement and social behavioural development. And young people are more likely to get into trouble if they have don't have much to do.

Many children and young people have told us they find school boring in the consultations we have carried out, including an Ipsos MORI poll. This is a particularly strong theme for those in secondary school.

Our work in the coming year will include a focus on how children and young people – from babies through to adolescents – spend their time and what barriers there are to their enjoyment and achievement. This is an area where there are many policy developments in hand, including changes to school and early years settings to include more opportunities for play, an expansion of the leisure facilities available to all age groups and more targeted youth services. We want children and young people to get the most out of their education to fulfil their potential, being fully engaged in decisions which affect them at school, with firm action taken to eliminate bullying.

The response to the consultation on the Green Paper, *Youth Matters*, showed the enormous enthusiasm for investing in things to do and places to go for young people. The recent document published by Treasury and DfES, *Policy Review of children and young people* (January 2007), clearly illustrates the benefits of providing young people with access to high quality, positive and structured activities. The Youth Opportunity and Youth Capital Funds place £115 million into the hands of young people to provide local activities and facilities of their choice, which we strongly support since young people are the experts on what activities they would like. There are also significant benefits to young people from volunteering.

'Things to do' was a major theme highlighted by our consultation with children and young people last year, including our Shout! competition. There is a clear link between a lack of affordable and stimulating things to do locally and young people getting into trouble. What we would like to see as the Green Paper becomes a reality is young people having the opportunity to participate in activities which are appropriate to their age group, stimulating and affordable.

To achieve this, better and more affordable transport is required, particularly in rural areas, with safer streets and a choice of well-priced activities for all age groups, including sport. We will contribute to this agenda by:

- improving the process for parents to complain about bullying to the Secretary of State for Education
- Promoting good practice and sharing the knowledge gathered from our 'Bullying Today' report and 'Journeys' projects
- monitoring the Extended Schools Programme and the extent to which it takes children and young people's views into account
- responding to Education and Youth provision consultations (e.g. Elective Home Education)
- monitoring policy developments on early years and play
- reviewing implementation of Children and Young People's Plans in relation to 'Things to do'.



**“It’s important to me that we have a Children’s Commissioner so that children and young people’s views can be heard more clearly and acted on.”**

Judith, aged 16, one of a panel of five children who recruited the first Children’s Commissioner in England





## Spotlight 6: Staying safe

**This Spotlight area links to one of the five key *Every Child Matters* outcomes Stay safe, and with the United Nations Convention on the Rights of the Child, in particular, Articles 3, 6, 9, 12, 16, 19, 25 and 27.**

Ensuring that all children and young people stay safe is a high priority and has been identified by young people as an area of concern to them. Major changes in the way safeguarding is dealt with have taken place as a result of the murder of Victoria Climbié. There remains real concern about the ability of parents to access help when they need it. This was recognised in the recent Treasury/DfES review document, which acknowledges that there is often reluctance to access services and that many people who do are turned away on the grounds that there are people with more urgent needs seeking help.

Children and young people have the right to be involved in decisions which affect them including access to legal solutions. Those who are vulnerable are more likely than other children and young people to go through court proceedings. Decisions made by the court can have a major impact on a child's life and any delays can mean children have to live with uncertainty about their future. Article 12.2 of the United Nations Convention on the Rights of the Child states that children should be provided with the opportunity to be heard in judicial and administrative proceedings affecting them.

11 MILLION led by the Children's Commissioner will continue to raise awareness in this area and ensure children who require protection are given the highest priority, not only in

terms of policy but also in practice. We will do this through:

- commenting on key documents emerging from the Child Sex Offenders Review and the forthcoming Review of Children who Sexually Abuse
- continuing to oversee the information sharing agenda including the development of Contact Point (the Child Index)
- monitoring whether the right to confidentiality of young people, including those under the age of 13 who are engaged in sexual activity, is met
- considering the findings of Serious Case Reviews which are published during the year, and of the overview of Serious Case Reviews expected during 2007
- monitoring developments to make Family Courts more open, ensuring the views of children and young people who might be affected are sought and taken into account
- contributing to the work of the Care Proceedings Review to improve and streamline court processes for children involved in care law proceedings
- being represented on and contributing to the work of the Family Justice Council.

## Child Impact Assessments



Article 3 of the United Nations Convention on the Rights of the Child requires States to ensure that the best interests of the child are a primary consideration in all actions concerning children. This requires consistent analysis of the potential and actual impact Government actions have on children. The UN Committee on the Rights of the Child has proposed that States should adopt a system to measure the impact new laws could have on children, commonly known as a 'Child Impact Assessment':

**"It is recommended that in the formulation of policy options and proposals there should be an accompanying assessment of its impact on children so that decision-makers can be better advised when formulating policy as to its effect on the rights of the child."**

There is currently no statutory body in England which reviews proposed legislation from the perspective of children and young people. 11 MILLION will be taking on this work during 2007-08. By reviewing proposed legislation we will make policy makers more aware as to how their decisions will affect children's lives. Our choice of which pieces of legislation to assess will be made as they arise. We will not always choose the obvious ones like an education bill where discussion will naturally include the best interests of children. Child impact assessments can often reveal unintended consequences for children flowing from pieces of legislation where children's interest may not take centre stage – for example legislation on gambling or the renewal of the charter of the BBC.



## Reporting to the United Nations



Every five years, State parties to the United Nations Convention on the Rights of the Child report to the UN Committee on the Rights of the Child regarding their implementation of the Convention. The UK is scheduled to submit its report in Geneva on 15 July 2007. The UN Committee also expect a report from the four Children's Commissioners in the United Kingdom and we expect to meet with the UN Committee itself at some point in a forum called the pre-sessional hearing. This meeting is part of the UN Committee's preparation for meeting representatives of the UK Government, after which the UN Committee will publish its observations on how the Convention is applied in the United Kingdom, with recommendations for improvements.

We will be working closely with the Children's Commissioners for Wales, Scotland, and Northern Ireland in order to deliver a focused evidence-based report to the UN Committee. We are aware that many voluntary organisations are working with each other to prepare their reports to the UN Committee and we will aim to ensure that our contribution does not duplicate their work. The Children's Commissioner for England will join the other UK Children's Commissioners in welcoming a visit to this country by the appointed UN Rapporteurs.

Section 5

**Our listening mode**



We have been impressed by the diverse range of issues children and young people have brought to our attention, as well as their suggestions on what we should work on. Although we need to choose a small number of issues to focus on each year, we also need to listen to the views of children on any issues they need to talk to us about.

During this year we will invest in new systems that will enable us to record each call, letter, email, and website communication we receive from children and young people. This will enable us to monitor the range of issues children and young people bring to our attention. Throughout the year the Children's Commissioner will visit different regions for several days at a time to meet children and young people and those responsible for providing services to them.

Our approach will ensure that any issue raised by significant numbers of children and young people or issues that are clear breaches of rights, will be easy to identify. These issues will be fast-tracked when we choose our Spotlight areas at our summer planning event with children and young people. Some experiences might also be elevated to be an annual theme.

Our goal is that all children and young people will be listened to and that we log the details of what they are telling us, so their views and experiences determine our future work priorities.

## Children and young people at the heart of 11 MILLION

**We are committed to using a variety of creative methods and techniques to involve children and young people during the course of our five-year plan. Some of these will be regular and repeated processes.** This will ensure children and young people are actively involved in our work, inclusive of age, ability and interests. One example of this is our summer planning event. Other methodologies will change according to the theme for each year, which will require us to reach specific groups of children and young people in different ways. For example, the methodology for this year's work on **Happy and Healthy** may not be appropriate for next year's theme. We will need to do whatever makes sense for the issues at hand.

Many organisations have already had great success at involving children and young people in their research and decision-making processes. We will seek to work with these groups in order to benefit from their experience. We do not seek to replicate the relationships children and young people already have with existing organisations or detract from them. However, we will set out to reach as many of the 11 million children and young people in England as we can.

Every child in England will have the opportunity to communicate with 11 MILLION led by the Children's Commissioner. To this end we will be recruiting an additional participation expert to our core staff and investing significant resources in our website.

During the the course of this plan we will agree a set of values with children and young people, which will underpin the relationships and set clear expectations.

We will continue to establish new opportunities for children and young people to contribute to our work throughout the year.



## Involving children in our decision-making



**We will set up a working group of children and young people to develop our summer planning event. This will ensure we meet our ambitious targets for involving children and young people in our decision-making.** The annual event for children and young people will make decisions about 50% of our available project budgets.

We have a group of twelve young Assistant Commissioners for England (ACE), based in the North East of England, who have helped us with the development of our plan for this year. They have been very active in their area, seeking the views of local children and young people on a wide range of issues and mounting local campaigns for change. We will be working with them until August 2007 when we will evaluate this approach to inform future developments.

## Involving children in our policy work



The theme for this year – **Happy and Healthy** – will be based on a project to seek the views and experience of children and young people on their personal health and well-being.

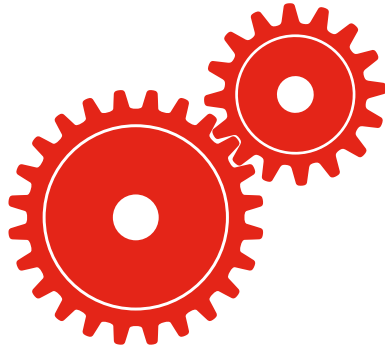
We will work with nine groups of children and young people in three age groups, representing different stages of transition:

- from pre-school to school (ages 3 to 5)
- from primary school to secondary school (11 to 12)
- from secondary school to adulthood (16 to 17)

We will seek the views of children and young people throughout the year on the issues addressed by our six Spotlight areas. A member of our participation team will be working with our policy group to make this happen.

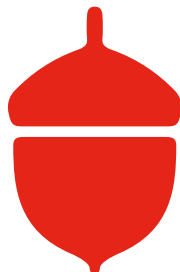
We will make significant efforts to involve children of a young age (under five), gathering their views in the most appropriate way to inform our planning and policy. For example, children attending a nursery in Newcastle have been helping us to develop our website. They have helped us develop interactive features that will appeal to children under five years of age.

## Involving children in how our offices are run



A project group of children and young people will be given the responsibility of managing our participation facilities in our office based in London, to make sure that they are used by as many children and young people as possible. They will be supported by our office manager and her team. We will also recruit a part-time caretaker to look after the facilities and help the project team achieve their aims for the space. The project team will also help us make sure our offices are as welcoming as possible. The children and young people on the project group will support our HR processes by taking part in recruitment panels. They will be part of the process of updating our equality, diversity and child protection policies. And if that's not enough to keep them busy, they'll also have a role in the appraisal of our staff.

## Involving more children in our future



In addition to reviewing the role and reach of our young Assistant Commissioners for England (ACE) we will look into developing an internship programme for young people, considering how this might fit with school commitments and the value it would bring to both 11 MILLION and for the young people themselves.

## Section 6

# Developing our capacity





We'll be making significant investments during the year to improve some of our core business processes. This will strengthen our efficiency and ability to deliver. This chapter describes what we will do to improve our capacity and why it is important.

# Capacity 1: Valuing the contribution children and young people make to 11 MILLION

**We want to expand the participation of children and young people in our work and will be recruiting a third participation expert to our team. As well as involving children and young people throughout our**

**work the participation team will be responsible for developing guidelines around safe participation, and will be training all our staff in the skills needed to work alongside children and young people responsibly.**



## **Our aim is:**

To establish procedures, training and support to ensure the safe participation of children and young people in all aspects of our work



## **By the end of the year we will have:**

- developed effective working relationships with other groups who work with children and young people
- established a working group of children and young people to work on our summer planning event
- held a summer event to review our work and decide priorities for the year ahead
- evaluated the young Assistant Commissioners for England (ACE) programme and decided a way forward
- involved at least nine groups of children and young people in the development and implementation of the **Happy and Healthy** theme work
- linked policy and Spotlights teams to groups of children and young people who can inform this work
- established a project group of children and young people to work alongside our corporate services team.

## Capacity 2: Building our skills



**We will introduce a more structured approach to developing the core competencies of our staff, to build the skills required to manage and evaluate projects involving children and young people effectively.**



### **Our aim is:**

To ensure 11 MILLION staff are competent in the areas necessary to achieve our plan



### **By the end of the year we will have:**

- agreed the skills and knowledge we require
- carried out training assessments for all staff
- developed and implemented a learning programme for 11 MILLION.

## Capacity 3: Developing our online presence

**We will involve children and young people in every stage of developing our website, which we hope will become bigger, better and more interactive for different age groups and abilities, with lots of opportunities for children and young people to have their say.**

We will be working with many different groups of children and young people to develop the website, five of which will be central in evaluating what we already have online and agreeing how it should evolve. These five groups are:

- 'VIBES', supported by Coventry Mind
- Dudley Children's Fund
- Atkinson Road Nursery in Newcastle – to help us develop online facilities for the under five age group
- Hazeley Secondary School in Milton Keynes
- Park View School in Birmingham.

The new website will help 11 MILLION, led by the Children's Commissioner, fulfil its remit under the Children Act 2004 to promote the 'views and interests of children in England' through creating a range of interactive tools, which will provide a fun, safe and accessible way for children to express themselves. The views submitted via the website will inform our future plans and policy. The interactive tools and resources will be appropriate for children of all ages and abilities. This will include a specific focus on children under five.

We will lead the way for other organisations consulting with children online. We will also explore the possibility of collaborating with partners, making our interactive tools available to groups such as schools and local authorities, to help them with their own consultation.

Our website will ensure children's views are involved in both local and national decision-making. It will play a pivotal role in the way 11 MILLION communicates its work to children and young people. Innovative online tools will be used to communicate with children and young people using a variety of media, including photos, pictures, video, sound, written words and symbols used for children with special educational needs.

The website will also be accessible to adults, providing information about our work and the issues raised to us by children and young people.



### **Our aim is:**

To create a safe interactive web environment to engage children, young people and adults in the work of 11 MILLION



### **By the end of the year we will have:**

- established a concept for the website with a total redesign, underpinned by a new content management system
- created sections for our Spotlight areas and the annual theme
- enabled children and young people of all ages and abilities to submit content into the key areas of our work for the year
- established a facility so users can upload a range of media including pictures, photos and sound files to have their say
- expanded the media and publications sections for adults
- explored the potential to make special areas available to groups who want to create their own web spaces
- established a way of using the website to gather views on various consultations to feed into our policy work
- ensured children and young people can use our website safely.

## Capacity 4: Understanding the Rights of the Child

**Our five-year plan requires us to measure how we are improving children's lives and children's rights. We intend to use Every Child Matters monitoring systems to measure how children's lives are changing for the better.**

In order to measure children's rights over a five-year period we need to establish a benchmark in year one of our plan. This will be a measure of the current status of children's rights in the UK against the articles of the United Nations Convention on the Rights of Child (UNCRC). Fortunately this is

the year when the Government, the children's voluntary sector, and the UK Children's Commissioners will all be submitting reports to Geneva on the application of the UNCRC in the UK. We will use the information generated to construct a benchmark on the status of rights in the UNCRC and how they are applied in England.

We will train staff, children and young people working with 11 MILLION on the UNCRC and the links to *Every Child Matters*, so that they understand the implications on policy and practice concerning children in England.



### Our aim is:

To ensure everyone working for 11 MILLION possesses a working knowledge of the United Nations Convention on the Rights of the Child and that the UNCRC is embedded in our work.



### By the end of the year we will have:

- established a benchmark report on the application of the United Nations Convention on the Rights of the Child in England
- embedded an understanding of the Convention throughout our organisation.

## Capacity 5: Presenting a welcoming and professional organisation



**We expect to receive an increasingly large number of letters, enquiries, complaints and submissions from children and young people, as more and more people learn about the work of 11 MILLION led by the Children's Commissioner. This is going to stretch our current capacity to log and respond appropriately to these communications.**

We will recruit an Enquiries Officer, whose role will be to make sure that we keep track of all enquiries, respond to them within a reasonable timeframe, and make the most of the information they contain. The Enquiries Officer will work with new software that will be able to give us up-to-date information on the issues being raised, and the number of children and young people raising them. We will also be able to track where the enquiries are coming from geographically and which age groups are communicating with us most often.



### **Our aim is:**

To improve the efficiency of our customer service to children, young people and adults



### **By the end of the year we will have:**

- implemented a new system for tracking correspondence
- founded a comprehensive database of children and young people's views.

## Capacity 6: Building an organisation based on quality

**11 MILLION has done a great deal of work in its early days, going from a blank sheet of paper to having all the necessary elements (an office, staff and management systems) in place to run an effective organisation which focuses on the most important issues affecting children and young**

**people today. We now need to enter a phase of continuous improvement so that we get better at what we do. We will develop a unique system to track the quality of our work with the support of our staff, children and young people.**



### **Our aim is:**

To engage everybody working for 11 MILLION in our continuous improvement



### **By the end of the year we will have:**

- developed a quality system for 11 MILLION
- held a workshop for all people working for 11 MILLION to establish a quality baseline assessment
- established a quality working group
- developed action plans to improve each area of our work.



# Capacity 7: Responding to environmental concerns

**Children and young people's concerns about the environment and climate change were evident from the entries to our Shout! competition, which we ran in the summer of 2006. We are planning to respond to this by examining the impact our work and office has on the environment in order to reduce our carbon footprint.**



## **Our aim is:**

To develop office systems and procedures which are environmentally friendly and to make the best use of our resources.



## **By the end of the year we will have:**

- carried out an environmental audit of our office and working practices
- decided on an action plan to reduce the impact we make on the environment
- begun to implement the action plan.

## Capacity 8: Making the best use of information technology

**We need to ensure that our IT and content management systems can support our work and provide value for money. We believe that we can make substantial cost savings on our IT systems, whilst improving the way we store and access information on the issues affecting children.**



### **Our aim is:**

To ensure our IT and information systems can support our work



### **By the end of the year we will have:**

- established an office based IT system that saves up to 30% on last year's IT expenditure
- developed an effective way of sharing information internally, by intranet or other means.

## Capacity 9: Growing our influences

**We have been consulting on our future direction during the course of 2006. This means we already have a strong sense of who will be important in helping us succeed in promoting the views and interests of children.**

However, we feel we need a more structured way of keeping in touch with the wide range of people we work

with, and that we need extra resources to do this effectively. Our new system of tracking correspondence will also be able to log the details of our meetings and discussions with the people we work with. We will also invest staff time in developing relationships with decision-makers.



### **Our aim is:**





To build a strong network of support for our vision and mission



### **By the end of the year we will have:**

- established a database of the people we will work with
- developed regular contact with key decision-makers and MPs
- established a framework for involving professionals in our work.

## Project Summary

 <b>Objective</b>	 <b>Expenditure this year</b>	 <b>Main activities</b>	 <b>What we will achieve</b>
<b>1. To show that we've made a significant difference to the lives of children and young people in England</b>	£321,278	<p>Research into attitudes of adults towards children and young people</p> <hr/> <p>Capacity 4: Understanding the Rights of the Child</p> <hr/> <p>Publishing our annual report for 2006/7 and strategy for 2007 to 2012</p>	<p>Baseline data on the relationship between adults and children to underpin our work</p> <hr/> <p>Baseline data on the application of the Convention in England. Staff and children and young people colleagues fully conversant with the articles of the Convention</p> <hr/> <p>Raising awareness of how we have influenced positive change so far and our targets for doing this over the next five years</p>
<b>2. To focus on a limited number of policy areas, working in partnership with others to achieve maximum impact</b>	£1,040,655	<p>Annual theme – <i>Happy and Healthy</i></p> <hr/> <p>Six Spotlight issues</p> <hr/> <p>Child Impact Assessments</p> <hr/> <p>Reporting to the UN Committee for the Rights of the Child</p>	<p>Better understanding of attitudes to health and happiness of children and young people on the edge of social exclusion in three transitional age groups</p> <hr/> <p>Positive changes to policy decisions and practice, informed by children and young people, in six key areas</p> <hr/> <p>Positive changes to emerging policy and legislation to take account of their potential impact on children and young people</p> <hr/> <p>Raised understanding and awareness of areas of difference between the United Nations Convention on the Rights of the Child and current practice in England</p>

**Objective****Expenditure  
this year****Main activities****What we  
will achieve**

**3. To develop in-depth knowledge about the experiences and challenges of infancy, childhood and adolescence and to communicate what it is like to be a child or young person today to decision-makers and the public**

£674,391

Capacity 3:  
Developing our  
online presence

New website, designed with children and young people with online participatory tools for children and young people to have their say

Capacity 5:  
Presenting a  
welcoming and  
professional  
organisation

Effective enquiry tracking system to capture issues from children and young people and to produce regular reports

**4. To ensure that children and young people play a central role in planning, developing and delivering our work**

£810,744

Capacity 1:  
Valuing the  
contribution  
children and young  
people make to  
11 MILLION

Young people working with policy, corporate services and communications team  
  
Summer planning event with 100 participants taking decisions on 50% of our available project budgets

Evaluation of young Assistant Commissioners for England (ACE) project





**5. To influence change and improvement at a local as well as national policy level**

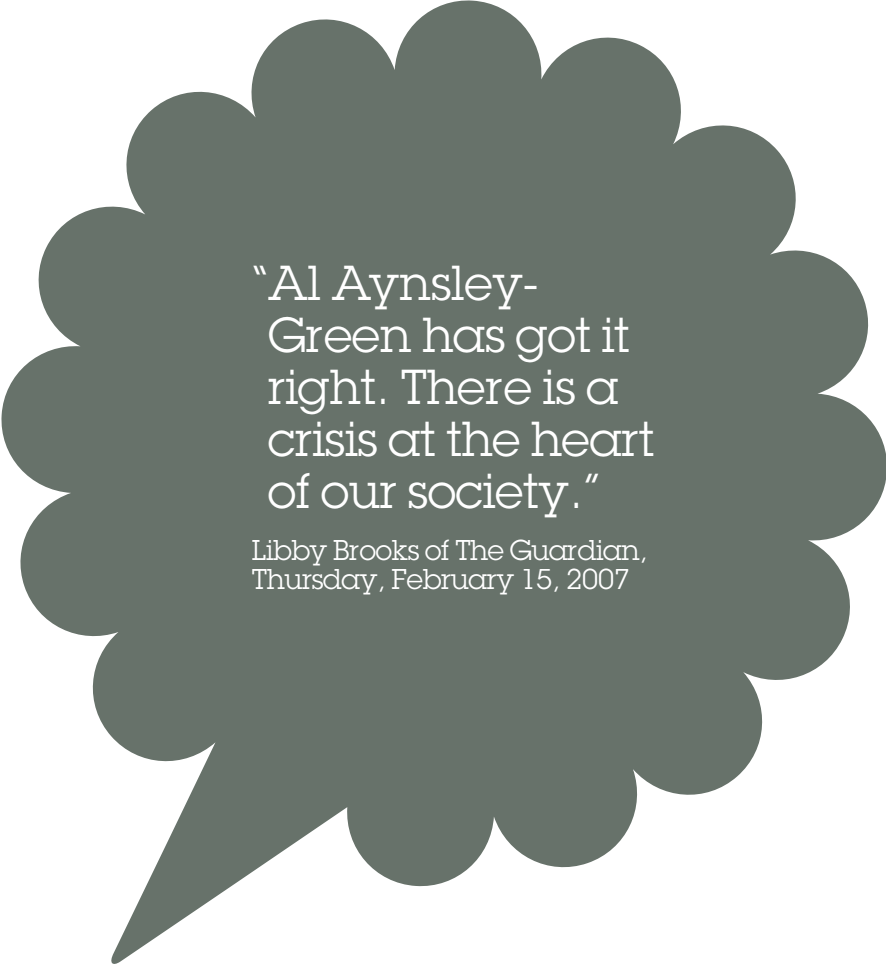
£259,491

Capacity 9:  
Growing our  
influences

Stakeholder  
management system

Fuller engagement with people who can affect change at national and local level

 <b>Objective</b>	 <b>Expenditure this year</b>	 <b>Main activities</b>	 <b>What we will achieve</b>
<b>6. To increase the impact that our work has on the lives and rights of the 11 million children in England</b>	£203,764	Capacity 2: Building our skills  Capacity 6: Building an organisation based on quality  Capacity 7: Responding to environmental concerns  Capacity 8: Making the best use of Information Technology	Staff developing competencies for long-term effectiveness  Establish a quality system to ensure continuous improvement of all processes within 11 MILLION  Effective use of resources, in line with children and young people's concerns  Better value money from IT. More effective sharing of information through intranet or other means
<b>7. To examine how far children's views and interests could be better represented by future developments in the role of the Children's Commissioners</b>	£8,054	Research into the practical consequences for children flowing from other Commissioners' ability to take on individual cases	Evidence on whether this would be a good development for children living in England
<b>Total expenditure for the year</b>	£3,318,377		



“Al Aynsley-Green has got it right. There is a crisis at the heart of our society.”

Libby Brooks of The Guardian,  
Thursday, February 15, 2007



**“It’s important to me that we have a Children’s Commissioner so that children and young people’s views can be heard more clearly and acted on.”**

Judith, aged 16, one of a panel of 5 children who recruited the first Children’s Commissioner in England

## Section 7

# Planning for next year





## This section describes our annual planning process.

Our five-year plan sets out how we will decide our priorities in the future.

The starting point for the five-year plan is an assessment of the situation for the rights of children and young people in England. This will be continuously updated in light of our experience and from the advice of others in the children's sector. Since this is the first year of our five-year plan we will be working on compiling a baseline assessment this year.

Our aim is to take a clear themed approach to our work. Each year we will go through a planning cycle to arrive at a main theme for the following year. Themes will be based around the articles of the United Nations Convention on the Rights of the Child. A summer planning event will involve one hundred children and young people from different parts of England, reflecting different issues and situations. The event will help us choose our priorities for the year ahead, as well as how we'll allocate our resources. The aim is for 50% of the resources available for our project work to be allocated by children and young people themselves.

The summer planning event will take account of the work of others in our field, current research and analysis of the social, political and media environment. The aim is to avoid duplication, identify gaps in attention and highlight where strategic partnerships could make a difference.

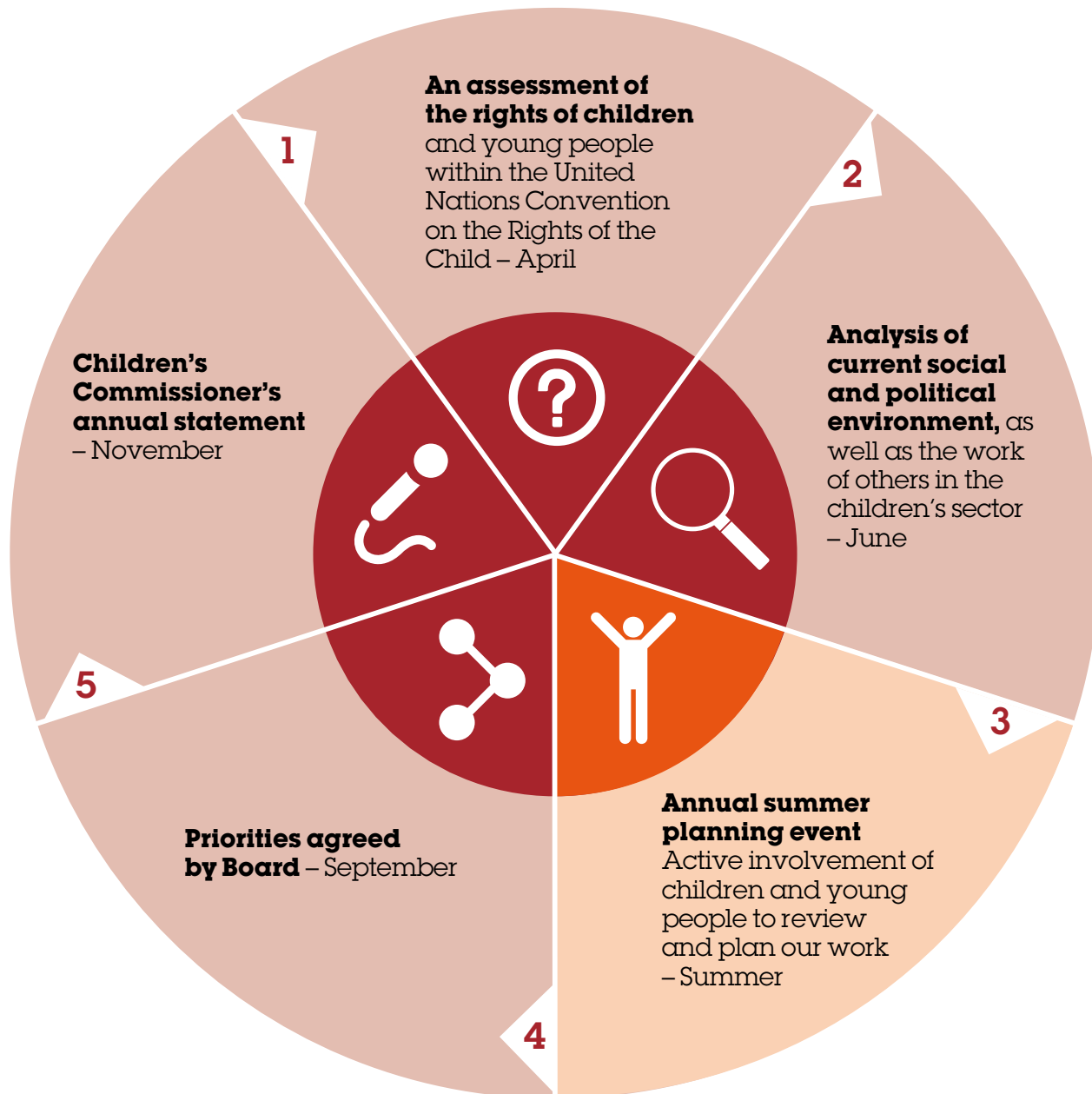
The criteria we will use to establish the theme for each year will include:

- the priorities of children and young people
- evolving evidence on the lives of children and young people, especially in the five *Every Child Matters* areas
- recent observations of the United Nations Committee on the Rights of the Child, the European Commissioner for Human Rights and other relevant institutions
- the evolving picture of improvement for children and young people
- mapping the work of others in our field of work to avoid duplication and maximise the impact of partnerships
- issues in the media
- political and government interest.

It will also be essential to be in close dialogue with the other UK Children's Commissioners, particularly in identifying areas of joint interest or concern for non-devolved matters.

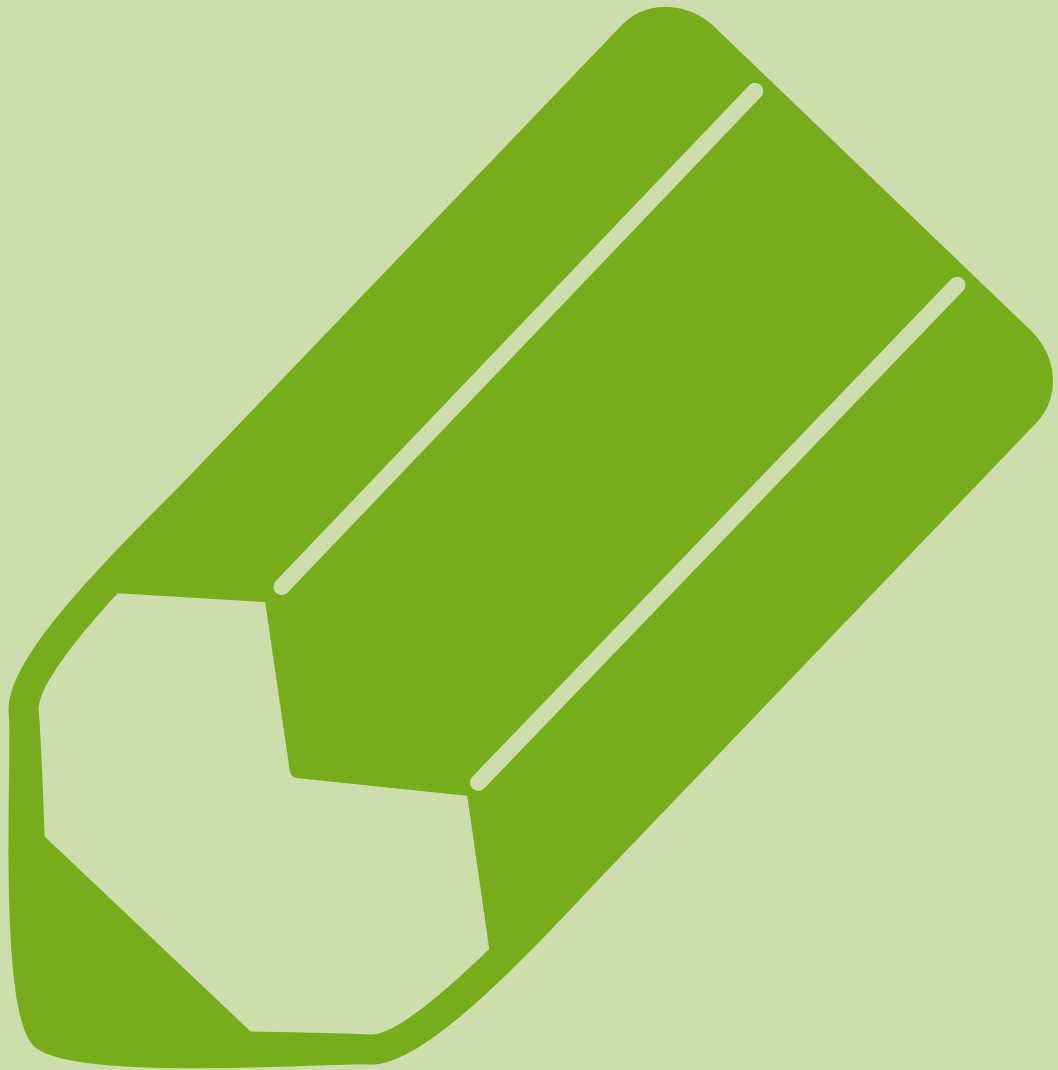
The planning process for arriving at our themes for each year is shown in a diagram on the next page.

## Our planning cycle



## Section 8

# Indicators of success for this financial year





**Five-year outcomes**



**Three-year indicators of success from Corporate Plan**



**What we will measure in 2007-08**

**1. Children and young people are aware of the Children's Commissioner and feel that the post holder has made a positive impact on their lives**

40% of children and young people are aware of the Children's Commissioner

66% of children who know about the Children's Commissioner feel that the post holder has had a positive impact on their lives

Awareness and appreciation of 11 MILLION amongst children and young people

**2. Professionals, parents and carers are aware of the Children's Commissioner and feel that the post holder has made a positive contribution to the lives of children**

50% of parents are aware of the Children's Commissioner

66% of parents who know about the Children's Commissioner feel that the post holder is a good thing for children

50% of professionals working with children and young people are aware of the Children's Commissioner

66% of professionals working with children who know about the Children's Commissioner feel that the post holder has had a positive impact on the lives of children and young people

Awareness and appreciation of 11 MILLION amongst parents and professionals working with children

Our five-year plan outlines the indicators we'll use to monitor our success. We have used these as a basis for establishing performance indicators for our one-year plan.



### Five-year outcomes

**3. Significant shifts in policy and attitudes concerning key themes (one per year) identified by children and young people, leading to improvements in rights and *Every Child Matters* outcomes**



### Three-year indicators of success from Corporate Plan

For each of our annual theme/s we can show:

1. A thorough process of engaging children and young people in exploring the issues under the theme ensuring their active involvement
2. A report and series of events and activities around the theme
3. Specific policy recommendations coming through the annual process
4. 50% of professionals working in these specific areas aware of the theme's key objectives and messages by the end of each year
5. Specific policy and practice changes in response to the annual themes



### What we will measure in 2007-08

How many children and young people have been involved in developing and delivering the annual theme?

How many professionals working in this area are aware of our report?

How many changes have been influenced directly or indirectly by our annual theme?



**Five-year outcomes**

**4. Significant change in a wider range of Spotlight areas for 11 MILLION**



**Three-year indicators of success from Corporate Plan**

For each of our Spotlight issues, we should be able to show that:

1. That we have engaged with children and young people to bring forward their experiences and views on the issues
2. We have developed policy analysis of the evidence as to the best interests of children and young people and their rights under the UNCRC in relation to the Spotlight issues
3. We have published regular status reports on the issues, communicating what we have learnt and making recommendations as appropriate
4. We have used our powers where appropriate to uncover issues within the Spotlight areas
5. We have taken all opportunities to put forward what we have learnt on these issues – for example by responding to consultations and participating in working groups, encouraging the media or parliament to debate publicly



**What we will measure in 2007-08**

How many children and young people have worked with us on each Spotlight issue?

Numbers of reports published

Use of the Children's Commissioner's powers

Consultations responded to by 11 MILLION

Meetings undertaken with decision-makers

Changes in policy and practice attributable, directly or indirectly, to our work on Spotlight issues



**Five-year outcomes**



**Three-year indicators of success from Corporate Plan**



**What we will measure in 2007-08**

	<p>6. We have seen significant changes in policy and practice directly related to our interventions</p> <p>7. We have seen areas of policy and practice where our work has contributed to significant change</p>	
<p><b>5. Greater understanding of the experiences of children and young people among decision-makers, civil servants and holders of public office</b></p>	<p>Year on year 30% increase in numbers of children and young people contacting us to pass on their concerns and opinions</p> <p>150,000 children are using our website</p> <p>Quarterly status reports on the issues coming directly to 11 MILLION or through our communication channels</p> <p>Published three annual statements of 11 MILLION outlining the issues reaching us through these listening processes</p> <p>15% of professionals working with children and young people aware of these publications</p>	<p>Status reports issued</p> <p>Annual statement issued</p> <p>Awareness of these publications amongst professionals working with children and young people</p>
<p><b>6. Annual themes and work plans are determined by the views and experiences of children and young people</b></p>	<p>The annual event for children and young people makes decisions about 50% of our available project budgets, Spotlight areas and activities within them</p>	<p>How many children and young people came to our summer event?</p> <p>How much of next year's budget was decided as a result of the event?</p>



**Five-year outcomes**



**Three-year indicators of success from Corporate Plan**



**What we will measure in 2007-08**

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**7. 11 MILLION clearly communicates the views and interests of children and young people to national and local government policy makers**

We have engaged with specific groups on the issues which affect them (e.g. education, things to do, asylum, social exclusion, youth justice) and they have worked with us to shape the messages 11 MILLION brings to decision-makers at national, regional and local level

What groups of children and young people have we met who have experience of specific issues e.g. asylum seeking, social exclusion, youth justice, membership of minority groups and disability

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**8. 11 MILLION has a unique approach to organising itself around the interests of children and young people**

All employees of 11 MILLION are appointed by panels of children, young people and adults  
300 children and young people annually are actively involved in the planning and delivery of our work

How many children and young people have been involved in our core business processes – human resources, recruitment, managing office space, evaluating our work

Our annual report and accounts to Parliament will include an evaluation by the children and young people of their experiences of working with 11 MILLION and its achievements





**Five-year outcomes**

**9. 11 MILLION becomes a powerful tool for learning about the views of children and young people, and communicating with them**

**10. Children in England feel that they can influence their local authorities and the services they provide through engagement with the Children's Commissioner and 11 MILLION**



**Three-year indicators of success from Corporate Plan**

Information software at 11 MILLION logging 350 issues-based contacts from children and young people per month  
15,000 children and young people submitting their views and having their say through the online participatory tools on the 11 MILLION website

We make recommendations to local authorities each year as part of our theme/s and our work on Spotlight areas and log their responses to our recommendations  
We identify changes in policy and practice at local level directly attributable to our work  
Other changes in local policy and practice are indirectly attributable to our work



**What we will measure in 2007-08**

Numbers of children and young people contacting us by phone, letter, email

Numbers of children using online participatory tools

How many responses have we received from non-national organisations in response to our recommendations?

Changes in policy and practice attributable, directly or indirectly, to our work on Spotlight issues



**Five-year outcomes**



**Three-year indicators of success from Corporate Plan**



**What we will measure in 2007-08**

**11. Through careful research we have clear proof of our impact and evidence as to what could be achieved with further resources**

We can report on successes and the financial resources invested to achieve them. We can also demonstrate that the projects we were financially unable to undertake would have had a similar chance of high impact

How many decisions, policy recommendations, changes in practice have been (at least in part) influenced by our work

**12. We have established a charitable subsidiary which generates resources for celebratory, communication and large scale campaigns aimed at members of the public**

The charity is generating sufficient resources to enable it to invest £500,000 in projects each year

Framework agreed with stakeholders

Charity registered with initial board of trustees

Preliminary work plan identified

**13. By the end of this five-year plan we will have a clear understanding of the complaints system for children and young people and any gaps which exist**

We have published a comprehensive and evidence-based report on the system of redress for children and young people in England

Have we agreed the terms of reference for this review?



## 11 MILLION Financial plan

	Apr	May	Jun	Jul	Aug
<b>INCOME</b>					
Grant-in-aid*	275,535	342,156	264,879	241,758	278,545
Other operating Income	8,240	23,240	14,240	8,240	9,240
<b>Total Income</b>	<b>283,775</b>	<b>365,395</b>	<b>279,119</b>	<b>249,998</b>	<b>287,785</b>
<b>EXPENDITURE</b>					
Pay					
Permanent	114,686	114,686	114,686	114,686	114,686
Consultants	3,750	3,750	3,750	3,750	3,750
Secondments general	4,000	4,000	4,000	4,000	4,000
Secondments (DH)	9,181	9,181	9,181	9,181	9,181
<b>Total Pay Expenditure</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>
Non Pay					
General Admin Expenses	11,056	33,318	16,482	24,944	17,606
Premises – Running Costs	11,482	81,982	26,982	11,482	11,482
Premises – Depreciation	28,591	29,424	29,424	29,424	29,424
Cost of capital	1,458	1,458	1,458	1,458	1,458
<b>Sub-total recurring admin costs</b>	<b>52,587</b>	<b>146,183</b>	<b>74,346</b>	<b>67,308</b>	<b>59,970</b>
Programme & Projects					
Corporate Services Projects	7,463	6,013	13,423	7,423	2,423
Policy Research Projects	6,775	21,625	12,775	6,775	15,275
Participation Projects	0	6,000	6,000	10,000	56,000
Communications Projects	8,958	13,958	40,958	26,875	22,500
<b>Sub-total programme costs</b>	<b>23,196</b>	<b>47,596</b>	<b>73,156</b>	<b>51,073</b>	<b>96,198</b>
<b>Total Non Pay Expenditure</b>	<b>75,783</b>	<b>193,779</b>	<b>147,502</b>	<b>118,381</b>	<b>156,168</b>
<b>Total Expenditure</b>	<b>207,400</b>	<b>325,395</b>	<b>279,119</b>	<b>249,998</b>	<b>287,785</b>
<b>Financial surplus (deficit)</b>	<b>76,375</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	287,543	196,397	218,937	95,309	252,381	199,683	346,878	3,000,000
	8,240	20,740	9,240	163,240	15,240	32,240	6,240	318,376
	<b>295,782</b>	<b>217,136</b>	<b>228,176</b>	<b>258,548</b>	<b>267,620</b>	<b>231,923</b>	<b>353,118</b>	<b>3,318,376</b>
	114,686	114,686	114,686	114,686	114,686	114,686	114,686	1,376,229
	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
	9,181	9,181	9,181	9,181	9,181	9,181	9,181	110,171
	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>131,617</b>	<b>1,579,400</b>
	28,062	7,056	14,656	16,478	33,940	12,552	22,548	238,696
	26,981	11,482	11,482	26,982	11,482	11,482	26,981	270,283
	30,466	30,466	30,466	30,466	30,466	30,466	30,466	359,552
	1,458	1,458	1,458	1,458	1,458	1,458	1,458	17,500
	<b>86,968</b>	<b>50,462</b>	<b>58,062</b>	<b>75,384</b>	<b>77,346</b>	<b>55,959</b>	<b>81,454</b>	<b>886,031</b>
	2,423	7,423	8,423	2,423	7,423	2,423	2,423	69,700
	9,275	19,135	12,575	11,625	13,735	32,425	26,425	188,420
	10,000	6,000	0	30,000	0	3,000	1,200	128,200
	5,500	2,500	17,500	7,500	37,500	6,500	110,000	300,250
	<b>27,198</b>	<b>35,058</b>	<b>38,498</b>	<b>51,548</b>	<b>58,658</b>	<b>44,348</b>	<b>140,048</b>	<b>686,570</b>
	<b>114,166</b>	<b>85,520</b>	<b>96,560</b>	<b>126,932</b>	<b>136,004</b>	<b>100,306</b>	<b>221,501</b>	<b>1,572,601</b>
	<b>245,782</b>	<b>217,136</b>	<b>228,176</b>	<b>258,548</b>	<b>267,620</b>	<b>231,923</b>	<b>353,118</b>	<b>3,152,001</b>
	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,375</b>

## 11 MILLION Capital Programme

<b>Projects</b>	<b>Cost</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>
Document Management System Cap5 – Corp	76,375				76,375	
Web & Internet – Capacity 3 – Comms	50,000					
Finance & HR System – Cap 8 – Comms	40,000	40,000				
BT Phone System – Occ Gen Exp	0			0		
Media Handling – Cap 8 Coms	0					
Other Equipment	0					
Other Equipment						
	<b>166,375</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>76,375</b>	<b>0</b>


	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
								76,375
	50,000						0	50,000
								40,000
			0				0	0
								0
								0
								0
	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,375</b>



# MILLION







We have lift off.  
How we'll raise  
awareness of  
children's views  
and concerns.



**MILLION**

11 MILLION, 1 London Bridge London SE1 9BG

**Telephone:** 0844 800 9113 **Facsimile:** 020 7357 8329

**Email:** [info.request@11MILLION.org.uk](mailto:info.request@11MILLION.org.uk) **Info:** [www.11MILLION.org.uk](http://www.11MILLION.org.uk)

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