

Children's Commissioner  
for England  
Business Plan 2016/17

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## Introduction



Whether you're a parent, grandparent, carer or family member, professional, policy-maker or part of the wider community, you have an important role to play in making England a great place for children to grow up in. You also reap the rewards from doing so.

This is the view I expressed in ***Ambitious for Children*** which set out my priorities for the next five years – the areas in which my work will catalyse demonstrable improvement for our nation's children.

I am delighted to present this Business Plan which outlines my ambitious work programme for 2016/17. The activity in this Plan will be delivered against a backdrop of opportunities and challenges for children. For many, opportunities have never been greater. Yet children often tell us how complicated life feels for them with 24-hour communication, pressures from the consumer world, pressures on time and pressure to succeed. My work will highlight the importance of childhood and identify where and how services and support need to improve. It will also highlight how we can provide children with the best opportunities possible and design with others, new approaches that put children's needs and best interests at the heart of everything that affects their lives. We introduce below, for example, new activities to embed a child-centred approach to everyday life, from providing support for Children in Care Councils to creating Child Friendly Cities.

This will be the first full business year of activity to deliver on the priorities in ***Ambitious for Children***.

Nationally and locally, I want an emphasis on improving the odds and life chances of the two million children who face the most complex challenges to become the defining mission of all of those who can make a difference and a core priority for Government and local councils. I would like the public, voluntary and commercial sectors to sign up to the reforming zeal needed to break the cycle of disadvantage and systemic barriers that we know limit so many

vulnerable children's lives. From schools, social care and health, early years, the police and those involved in custody, I want to work with every public service to stretch every sinew in a combined mission to transform opportunities for the most disadvantaged children.

The Children's Commissioner's role has unique powers of data collection and a power of entry to help contribute to this change and I will be seeking to use them extensively.

Over the coming year, we will work systematically to identify and improve the support children need to help them overcome and break the cycle of disadvantage. I want to ensure all children have the opportunities and support they need to flourish. Disadvantage is not inevitable and can be overcome. Our mission will be to change the odds for those most in need.

This year I will be ambitious for children and these are my commitments. I look forward to working with you to make them happen.

A handwritten signature in black ink that reads "Anne Longfield". The signature is written in a cursive style with a horizontal line underlining the name.

*"Over the next five years I will advocate for positive change for all children and particularly those who are most disadvantaged. Every child has a right to the best childhood possible."*

**Ambitious for Children 2015**

## About the Children's Commissioner for England

Anne Longfield is the third Children's Commissioner for England and was appointed in March 2015.

The post of Children's Commissioner was created following a recommendation in the Inquiry into Victoria Climbié's death and requests from a number of children's sector charities. The role was established under the Children Act 2004 which gave the Commissioner responsibility for promoting awareness of the views and interests of children. Her remit includes listening to what children and young people say about things that affect them and encouraging adults making decisions to always take their views and interests into account. She has unique data gathering powers and powers of entry to talk with children to gain evidence to support improvement for children. The Children and Families Act 2014 further strengthened the remit, powers and independence of the Commissioner.

Anne Longfield is the first Commissioner to be appointed since the introduction of the new legal framework for the Commissioner to promote and protect children's rights in accordance with the United Nations Convention on the Rights of the Child (UNCRC). The 2014 Act also strengthens the Children's Commissioner's responsibilities towards children in care and other vulnerable groups.

The Children's Commissioner has unique powers to help bring about long term change and improvements for children, in particular the most vulnerable children including those who are in care. She is the 'eyes and ears' of children in the system and is expected to carry out her duties 'without fear or favour' of Government, children's agencies, nor the voluntary or private sector.

## My highlights in 2015/16

A busy transition year kicked off with the Children's Commissioner setting out her priorities for the six year period of her appointment, and a framework for future business, with the publication in July 2015 of *Ambitious for Children*.

The Children's Commissioner also undertook a major internal reorganisation to create a team and internal structure to deliver the strategy. This has included creating new posts, including a Director of Strategy with deputising responsibilities to the Children's Commissioner, a Director of Evidence, policy and data analysts, and communication and digital communication posts. Internal governance arrangements have been renewed and refreshed, as have my finance, HR and IT functions.

The Children's Commissioner has established and extended the profile of the role and levels of engagement with key bodies including ADCS, LGA, Ofsted, arms-length bodies, the police, and professional bodies and at senior level across government departments.

The Commissioner has also represented the views and perspectives of children in a range of Government and non-Governmental settings including, the National Crime Agency CEOP, the National Preventative mechanism - including chairing the children's group, Her Majesty's Inspectorate of Prisons (HMIP), the Independent Police Complaints Commissioner (IPPC), Ofsted, the Ministry of Justice's review of youth justice and the review of Local Safeguarding Children Boards. The Commissioner has spoken at a wide range of national, regional and local conferences and events with a particular emphasis on national events for professional networks.

She has also promoted the views and experiences of children for Sir Martin Narey's report on residential children's homes (undertaking a survey of the views of children in residential care for the review), at working groups and committees for immigration and unaccompanied asylum seekers and in the context of children's health and mental health.

The Commissioner has made visits to talk to children in custody, in residential homes and in secure hospitals. She has also made interventions, as a result of requests from the advice line, with unaccompanied asylum seekers in Dover and Secure Training Centres (STCs) in Medway and other STCs, following an investigation by the BBC's Panorama programme. The advice line was also made available to children in areas where Kid's Company had operated, following the charity's collapse.

Meanwhile, national and local media coverage has increased during this period which increases the profile of the role.

**Over the last year the Children's Commissioner has undertaken work and published reports which have informed public policy and made important recommendations for change for children:**

**Children in Care:** In July 2015 I launched the *Children in Care Monitor Survey*, the first of a series of *State of the Nation* reports, designed to be annual stock takes of the views of children and young people in England. The survey of 3,000 children found that young people in care wanted the option of staying in care up to the age of 25. The report has informed and strengthened thinking on post-18 care. Recommendations for stability, recovery and ongoing support are core to the Commissioner's work for 2016.

My advice and assistance representation telephone service has offered help throughout the year to children and young people who are in or leaving care, living away from home or receiving social care services. Last year 433 children were helped by the service. We also conducted a full review of the service and put in place plans to develop and test a new brand to increase awareness and ensure it continues to provide high quality and impactful support.

**Early years and poverty:** In July 2015 we launched the *Changing the Odds in the Early Years* report in the Palace of Westminster which examined how local areas were developing strategies and services to reduce poverty in very young children. Work in 2016/17 will identify how early years support can improve life chances.

**Immigration and asylum:** A report *Skype Families* examined how families are being separated through immigration rules. The report recommended a child and family approach. In addition, the Commissioner has responded to the high level of child refugees and unaccompanied asylum seekers entering the UK since the summer last year.

**Youth Custody:** We have continued our work to improve conditions of detention in England across the secure estate and help prevent cruel or degrading treatment. To that end we have continued our membership of the National Preventive Mechanism (NPM), visiting places of detention to assess and report on children's rights, views and experiences and to gain a better understanding of the use of segregation in youth justice and promote alternatives. In October 2015 we published research into the use of isolation in the youth justice system, visited places of detention for newly arrived young unaccompanied asylum seekers in Kent. Following an investigation by the BBC's Panorama programme which exposed maltreatment by staff, we conducted visits to a number of G4S managed Secure Training Centres.

**Protecting children from harm and neglect:** In November 2015 we launched our report into child sexual exploitation in the family environment ***Protecting Children from Harm*** with an event and debate at an event in the Houses of Parliament. *Protecting Children from Harm* is an extensive and high profile review and report which drew on national data from the police and social services and undertook the largest ever survey of child abuse survivors. It established that only 1 in 8 children who have experienced child abuse within the family report it to the authorities. The report we produced made a strong case for the universal provision of age appropriate lessons on staying safe and health relationships. It made a wide range of hard-hitting recommendations which are being followed up and delivered in a second year of the study to include prevention, improving services and improving support.

Over the previous year, our work to review and assess our ***See Me, Hear Me*** framework to provide a child-centred approach to protection for violence, abuse and exploitation has continued. The framework (which is being piloted in three areas, Oxfordshire, Sandwell and Brighton & Hove) aims to enable local authorities and organisations to work effectively together to ensure children are protected from sexual exploitation and given appropriate support where they may have been victims. All sites are fully engaged in the project, baseline data collection with professionals and children is complete. By the end of the year a programme of cross-site learning meetings will be underway and our partners, the University of Sussex, will have appointed a dedicated Research Assistant to work on the impact strategy.



We have worked with other key child protection partners on a pornography project to protect children and vulnerable adults from potentially harmful or otherwise unsuitable media content and empower consumers, particularly parents to make informed viewing decisions. This project has reached the end of stage two of three with a final version expected this year. The report will contain new qualitative and quantitative data on the use of pornography by children and young people, including access and exposure and the impact on attitudes and values.

**Digital:** *Growing Up Digital* is an 18-month task force and programme to protect and empower children on line. Reporting in January 2017, it will provide legal help for children online, recommend ways of improving digital literacy and support and embed digitally into UNCRC.

One of our objectives over the year has been to assess the impact of policy on children's rights. To that end we measured the impact of the Immigration Bill – both for care leavers and on the ability of families to obtain financial support. We also looked at the Welfare Reform and Work Bill, in particular the changes to child poverty measures and tax credit reform.

The work we have carried out to implement the UN Convention of the Rights of the Child has played a significant role in helping us realise our aim of raising the profile of children's rights over the last year. To that end we made a submission to the relevant UN Committee on behalf of all four UK Children's Commissioners outlining how well children's rights are met. We also facilitated meetings between the UK taskforce of the UN Committee and children and young people to support their work.

**The views, experiences and engagement of children and young people were at the centre of our work throughout:**

- We have maintained regular contact throughout the year with a network of children and young people enabling us to take a measure of their views on a range of issues. Three advisory groups **Amplify** (consisting of children aged 11-18), **Young Amplify** (young people aged 7-11) and our **Young Expert Groups** (children and young people aged 7-25) have played a special role in helping us to promote the views of children and young people. For example, following the launch of our **Ambitious for Children** report, we staged an event with more than 40 children aged 7-11 from

**Young Amplify**, during which creative approaches were used to discuss what mattered most to them as they grew up.

- More than 40 organisations have been involved with the advisory groups over the last year and we have increased our contact with children and young people to embrace a wider reference group. We have increased participation in our advisory groups from around 25 young children and young people to 65. This year we have also initiated a review into the advisory groups model with a view to enabling the Children's Commissioner to champion and support younger children's involvement on a much wider scale.
  
- In December 2015 we published and disseminated a report into our work with **Young Amplify**. Entitled **Safety First** the report looked at our work to date and summarised some key findings, including the children's rights the group considered the most important, the importance of safety in children's lives and containing key recommendations to Government, schools, parents and carers.
  
- A series of participation visits have given us the opportunity to listen to and learn from children and young people where they live, learn and play, enabling us to extended understanding of the issues affecting children and young people with a view to promoting greater engagement with them. To that end we have taken part in a series of participation visits including meeting with children with care experience in residential homes and foster placements.
  
- We also met with young people in semi-independent and independent accommodation, giving us the opportunity to listen and learn from children living away from home and receiving social care. Following this, in February 2016 we extended our communication reach and support for children in care by building and maintaining a database of contacts for all children in care across all local authorities in England. To enhance our work in this area and to provide a greater focus on working with primary schools, we also initiated a review into our participation visits.

- My high profile Takeover Day engaged 40,000 children and young people in a range of organisations from Radio 1, the Mayor of London and many local authorities and health agencies around the country. The well-established and successful day is now extended to an all year Challenge.
- Over the next year we will extend our digital communication to enhance and deepen our communication with a national network of children and young people.

## My work programme for 2016/17

During 2016/17 our ambitious work programme aims to deliver on the objectives set out in our five-year strategic plan, ***Ambitious for Children***, achieving positive and lasting change.

### Strategic objective 1: Growing up and positive childhoods.

Children have unique and expert perspectives on their own lives. In the coming year we will bring their experiences and opinions to the public debate, encouraging all those who have responsibilities for children to build a better understanding of their lives and views into decision-making. We will also act on this evidence to drive improvements to children's experiences of growing up. To achieve this:

- Using the evidence we collect from and about children, we will produce our second annual ***State of the Nation Report***. In 2016/17 this will assess an aspect of what it means to grow up in England today, highlighting trends, emerging issues and areas of concern.
- Kicking off in the autumn, the exciting ***My Childhood*** project will capture and broadcast a diverse range of children's experiences of growing up in England today to both evidence and raise awareness of the experience of childhood. The project will see the life experiences of a huge range of children captured on film with the aim of encouraging 5,000 young people to make and upload their own video content to illustrate what it means to be a child.
- Reporting in January 2017, our ***Growing Up Digital*** taskforce is aiming to help to transform the way children engage with the internet through proposals and sustained action: to improve children's digital learning; to provide better legal back up and online support; and to provide them with new online rights linked to the United Nations Committee on the Rights of the Child. We will also set up a group of expert parenting advisors to advise parents on digital issues and help them to support and guide their children in managing their digital lives.
- We will continue to extend ***Takeover Challenge*** – our annual mass participation project which sees over 40,000 children bring their skills and ideas to the world of organisational decision-making. This year the

project we will develop weekly and monthly challenges and a national group of young challengers to work extensively with official challenge organisations across England.

- ***Growing Up North*** will identify the challenges and opportunities faced by millions of children raised in the North of England. The project will focus on and promote the opportunities provided by the Northern Powerhouse and regional regeneration to dramatically improve the potential and aspirations of children who grow up in the north.
- Increasing awareness of the Children’s Commissioner’s work with policy makers, professionals, parents and carers, and children and young people, is vital to placing children’s opinions at the heart of public debate. That is why this year we will: increase traffic to our website by 50%; increase positive media by 30%; and achieve a 100% increase in social media followers across all social media platforms. By the end of the year we want a 20% increase in the number of children overall knowing about the Children’s Commissioner and 25% of children in care knowing about our work, rising to 95% by 2018. We also have ambitious plans to engage with 200,000 online children by 2018.

## Strategic objective 2: Being ambitious for every child in care

Despite recent improvement, the instability of placements, a high turnover of social workers and a requirement to leave care too early, remain the experience for many children in care. Too many are not consulted when decisions are made about them, and too many remain vulnerable because they do not receive the therapeutic support and care needed to recover from past harm and build emotional resilience for the future.

Over the next five years we want to instigate a seismic shift in ambition for all children in care which puts the child, continuing and constant relationships, and a focus on recovery at its heart. In the year ahead our work to help to achieve this will include:

- Collating and publishing our **Children in Care Monitor**, the national survey of the views and experiences of children in care to increase understanding of the challenges these children face and indicate to policy-makers and practitioners practical solutions.

- Launching an annual **Stability Index** which will not only improve knowledge about the number of unsettling placement moves children in care experience also dramatically increase the ability to assess the experience of care.
- Relaunching our rebranded **helpline** for children in care, improving its presence online and broadening the groups of children we provide advice to through the service. By the end of the year 25% of children in care will know about the service.
- Improving communication and the quality of contact between children in care and social care staff through the co-creation with children of a **Children's Pledge** to establish standards of courtesy and professionalism for professionals working with children in care.
- Supporting **Children in Care Councils** to make sure they can more effectively represent the experiences and views of children in care locally and nationally through sharing of good practice. By the end of the year we want 75% of Children in Care Councils to have joined the network.
- Establishing a gold standard dataset which will, over time, help to identify the drivers of need for children in care and in need. Highlighting the experiences and outcomes for children in need, the dataset will combine information from central and local Government to improve understanding of the issues facing children and services to help them overcome the challenges they face.

### Strategic objective 3: See a major reduction in children being harmed and neglected

Tackling child neglect and sexual abuse are two of the most important issues that society faces.

Whilst major gains have been made in recent years, too many children remain unprotected, with the adults around them not adequately seeing or acting on the harm they are at risk of or currently experiencing. The Children's Commissioner will help to ensure public bodies, charities and communities do all they can to protect children from harm. To achieve this, we will:

- Continue our ground-breaking work to investigate child **sexual abuse and neglect**. We will research, identify and secure support for effective new models and alignments of services and professionals around vulnerable children, including the police, health services, schools and local authorities making recommendations to drive down child sexual abuse and reduce the long-term harm it causes.
- Publish the external evaluation we have commissioned of the **See Me Hear Me** model of child-centred prevention and protection which is currently being piloted in three local authorities. The early indicators are that the model is useful in maintaining professional on children's experiences and interests and should it evaluate well we encourage uptake across more local authorities and partner agencies.
- Investigate, identify and promote models of help, recovery and support for children who have been abused or neglected, including the Icelandic **Barnahus** model which brings together under one roof professionals to gather evidence and provide support to children who may have been abused reducing the risk of retraumatising them through the process and dramatically increasing the rates of prosecution of perpetrators.
- Continue our work to investigate the prevalence of **Female Genital Mutilation** and promote models of prevention with a view to helping children at risk get the help they need.

- Undertake and publish the evidence from a lightning review of mental health support for children and young people (CAMHS) to increase understanding of the barriers they face in accessing treatment and provide potential solutions.
- Publish, in partnership with the NSPCC, evidence of the impact on children of viewing pornography, providing a unique insight into young people's experiences to inform future policy and practice.

#### Strategic Objective 4: Reduce inequalities for children and break the cycle of disadvantage

In spite of enormous gains for some, one in four children in the UK lives in relative income poverty; an estimated 500,000 families are 'just coping,' and many more have limited life chances because of the need and disadvantage they face. The Children's Commissioner is determined to help change the odds by:

- **Improving life chances** for disadvantaged children in the early years by investigating, identifying and promoting models which do so and submitting evidence to the Government's Life Chances Strategy.
- Ensuring **young carers** and their families get more support as they grow up by working with young carers to identify how they can be better supported and promoting the outcomes.
- Helping to make sure that more disadvantaged children can access better health support in schools by investigating and promoting the roles of **school nurses** and models of health support.
- Researching and promoting the ways in which **children of prisoners** can be helped to build and maintain positive relationships with their parents so that their outcomes are less likely to be affected by having a parent inside.



- Continuing our programme of visits to listen to and hear from children at risk and in trouble with the law including those in custody and rehabilitation using the evidence we gather from them to further reduce the number of **children in custody** through improved prevention and encourage the provision of services that actively promote the life chances of children who have been in contact with the criminal justice system through improved education and mental health support.
- Ensure that the rights of disabled children in residential settings are upheld by investigating the support they receive in **health and social care settings** to help to improve their care and support.
- Investigate the support **unaccompanied asylum seekers and refugees** receive so that we can promote models of positive practice with a view to giving them access to the help they need.

### Strategic objective 5: Committed to children – children at the heart of everyday life

Children’s lives do not always fit the rigid structures of Government however well-intentioned those structures may be. As a result, policies often struggle to make the impact they should have. Governments – national and local – and their partners often struggle to meet the needs of children in a connected way and children’s needs and views are often overlooked by decision makers. To help ensure that children’s views and experiences drive national and local agendas we will:

- Launch a **Child Friendly Cities** project which will establish a network of support and promote good practice that improves the lives of children in different cities and regions.
- We will launch **Children Create** a new project to develop and promote a model that enables young people to engage with national and local policy makers and service providers including local authorities and health and voluntary sectors organisations.

- Provide **evidence to the United Nations** to support the periodic review of the UN Convention on the Rights of the Child to ensure the UK's compliance and make clear recommendations for improvement and a cross-departmental action plan for implementation.

## 2016/17 Programme outcomes

### Strategic Objective 1: Growing up and positive childhoods

The experience of children and young people as they grow up is at the heart of the business plan. Children have a unique and expert perspective on their own lives and will influence and shape everything the Children's Commissioner does.

In 2016/17 the Commissioner will bring the experience and voice of children to policy and practice, aiming for all those who have responsibilities for children to build a better understanding of their lives and views into decision making. We will act on what we learn to improve children's experience of growing up.

Objective	Outcomes
My annual <b>State of the Nation Report</b> will assess an aspect of child wellbeing and what it means to grow up in England in 2016, highlighting trends, emerging issues and issues of concern.	An annual assessment of key aspects of child wellbeing in England.
An annual <b>My Childhood</b> project will be piloting this year inviting children and young people to record what childhood means to them in 2016.	A national engagement day to mark children's experiences of growing up in England.
The <b>Growing up Digital</b> taskforce will run throughout the year reporting in early 2017.	<p>A final report will put forward proposals and action to improve digital learning, improve online support, provide more legal back up for children and give them new rights online linked to UNCRC.</p> <p>We will also set up a group of expert parenting advisors to advise parents on digital issues and help them to support and guide their children in managing their digital lives.</p>
An extended <b>Takeover Challenge</b> will build children and young people's skills and bring new ideas and approaches to organisations as they build children into their decision making.	A national group of 'Challengers' working with Challenge Hosts. 1,000 children will take part in 50 Challenge Hosts in 2016/17. 50,000 children will take part in the Takeover Challenge.

<p><b><i>Growing Up North</i></b> will identify the experience of growing up in the north of England and ask how local and national policy can strengthen families, education and employment opportunities to maximise the potential of the Northern Powerhouse.</p>	<p>Proposals to increase the potential and aspirations of children growing up in the north of England.</p>
<p>We will increase awareness of the Children’s Commissioner’s work with policy makers and children and young people with a view to placing the voices of children at the heart of public debate.</p>	<p>Increased awareness of the Children’s Commissioner’s work, defined by:</p> <ul style="list-style-type: none"> <li>— a 50% increase in traffic to my website</li> <li>— a 20% increase in the number of children and young people who know about the Children’s Commissioner.</li> <li>— 25% of children in care knowing about the Children’s Commissioner by the end of the year, rising to 100% by 2018.</li> <li>— 95% of children in custody knowing about the Children’s Commissioner by year end.</li> <li>— 200,000 children and young people engaged with the Children’s Commissioner by 2018.</li> <li>— a 95% increase in social media followers across all social media platform.</li> <li>— a 25%-30% increase in positive media coverage.</li> </ul>

## Strategic Objective 2: Being ambitious for every child in care

The State of the Nation for Children in Care report, published in July 2015, reflected the views of 3,000 children and young people in care. Despite recent improvements, the instability of placements, a high turnover of social workers and a requirement to leave care too early remain the experience for too many children in care. Too many children are not consulted when decisions are made about them and are not able to understand or influence what happens to them.

The Children's Commissioner wants to secure a seismic shift in ambition for all children in care which puts the child, continuing and constant relationships and a focus on recovery at its heart. Making real the Commissioner's proposals for extending support for all children in care to the age of 25 would be transformational.

Objectives	Outcomes
<b>Children in Care Monitor</b> the national survey of children's views and experiences	Increased understanding of the experiences and challenges facing children in care.
<b>Stability Index.</b> We will put a focus on stability and permanence for children in care.	An annual stability index for children in care to improve understanding of levels of instability and lack of permanence for children in care. Greater public scrutiny to drive up performance of providers.
My advice and assistance for children in care service will be rebranded and relaunched with new digital programme.	Improved and extended recognition of the service; support provided on a wider range of topics/settings for children in care. 25% of children in care will know about the advice and support on offer by year end.
<b>Children's Pledge.</b> Establishment of standards of courtesy and professionalism for professionals working with children in care.	Improved communication and quality of contact with social care staff for children in care

<p><b>Apprenticeships for Children in Care.</b> We will focus on pathways to employment for children in care through apprenticeships.</p>	<p>Recommendations to the Government’s Care Leaver Strategy to help more young people in care and care leavers acquire apprenticeships and so a route to work and stable, independent living.</p>
<p><b>Children in Care Councils.</b> We will establish a network of support for children in care councils.</p>	<p>75% of CIC Councils signed up. More Children in Care Councils involved in the effective representation of children in care; better feedback to service providers, third sector, Westminster; better experiences, opportunities and outcomes for CIC.</p>
<p><b>Children in Care &amp; Children in Need.</b> We will look to identify the drivers of need for children in care and children in need, the experience of and outcomes for children in need and the ways in which the challenges facing children in care and children in need can be overcome.</p>	<p>A new, gold standard dataset combining information from different government departments and local government to allow greater understanding of the issues facing children and services.</p>

Strategic Objective 3: See a major reduction in children being harmed

Child neglect and sexual abuse are two of the most important issues that society faces.

Whilst major gains have been made, too many children remain unprotected, with the adults around them failing to see or act on the harm they are experiencing. The Children's Commissioner wants public bodies, charities and communities in England to do all they can to protect children from harm.

Objective	Outcomes
<p><b>Child Sexual Abuse, Child Sexual Exploitation and neglect.</b> Investigate, identify and secure support for effective new models and alignments of services and professionals around vulnerable children. To include the police, health, schools and local authorities.</p>	<p>Recommendations to government and agencies that could lead to a reduction in incidents of Child Sexual Abuse and Child Sexual Exploitation and the long-term harm caused.</p>
<p><b>See Me Hear Me.</b> We will evaluate and extend our model of child-centered prevention and protection to 10 local areas.</p>	<p>A new model of child-centred prevention will be increasingly adopted by local authorities and their partners.</p>
<p><b>Barnahus.</b> We will investigate, identify and promote models of help, recovery and support for children who have been abused or neglected, including the Barnahus model.</p>	<p>A model for better investigative work in CSA cases leading to improved support for children and higher rates of convictions.</p>
<p><b>FGM Support.</b> Investigation into the barriers to the effective monitoring of the prevalence of FGM.</p>	<p>Practice understanding is improved, in order that more children who are at risk of FGM get help to prevent.</p>
<p><b>Lightning review of CAMHS.</b> We will investigate access to mental health support for young people, paying particular attention to disqualification from services.</p>	<p>Increased understanding of the barriers to accessing mental health treatment as well as support and priorities for change.</p>
<p><b>Access to online pornography.</b> An assessment of the access young people have to online pornography and the impact it has on them (with NSPCC).</p>	<p>Better understanding of young people's experiences so as to inform future policy work.</p>

## Strategic Objective 4: Reduce inequalities for children and breaking the cycle of disadvantage

Despite enormous gains for some children, one in four in the UK is living in relative income poverty, an estimated 500,000 families are 'just coping,' and many more have limited life chances because of the need and disadvantage they face. The Children's Commissioner is determined to change the odds to help children overcome disadvantage and increase life chances.

Objective	Outcomes
<p><b>School nurses.</b> We will investigate and identify access to school nurses and models of health support for disadvantaged children in schools.</p>	<p>More disadvantaged children get health support in schools.</p>
<p><b>Life Chances.</b> We will investigate measures for assessing life chances for disadvantaged children in the early years.</p>	<p>Submission to the Government's Life Chances Strategy. More children get effective support to overcome disadvantage in the early years and increase life chances.</p>
<p><b>Young carers.</b> We will investigate the prevalence of young carers and identify how they can be supported.</p>	<p>Young carers and their families get more support as they grow up.</p>
<p><b>Children of prisoners.</b> We will investigate and promote ways that children of prisoners can be helped to maintain and build positive relationships with their parents.</p>	<p>More children of prisoners are able to have positive relationship with their parents.</p>
<p><b>Custody.</b> We will assess the wellbeing of children in custody through visits and focus on children at risk and in trouble with the law to improve prevention, experience in the courts, treatment in custody and in rehabilitation following the Taylor Review.</p> <p>We will investigate the wellbeing of children when arrested or first in contact with the criminal justice system.</p>	<p>Fewer children in custody, improved prevention and custody settings that actively improve life chances of those who have been in contact with the criminal justice system; with improved educational, mental health rehabilitation and offending rates.</p>
<p>We will investigate support for disabled children in health and social care settings.</p>	<p>Understand and raise the profile of the rights of children in residential settings including improved care, support, and access to community provision for disabled and mentally ill children.</p>



We will investigate support for unaccompanied asylum seekers and refugees and support and promote models of positive practice.	Improved systems and more unaccompanied asylum seekers and refugees get the local help they need.
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**Strategic Objective 5: Committed to children – children at the heart of everyday life**

Children’s lives don’t always fit the rigid structures of government and departmental policies however well-intentioned they may be. As a result, policies often struggle to make the impact they should have or to meet the needs of children in an interconnected way and children’s needs and views are often overlooked by decision makers.

<b>Objective</b>	<b>Outcomes</b>
<b>Child Friendly Cities.</b> We will establish a network of support across and share good practice on initiatives that are improving the lives of children in different cities and regions.	Network of local authorities established and support and good practice promoted.
We will provide evidence to the UN to support the periodic review of UNCRC	Assessment of the UK’s compliance with UNCRC, clear recommendations for improvement and a cross-department action plan for implementation.
<b>Children Create.</b> We will propose a model of participation for young people to engage with local authority, health, voluntary sector and national policy.	Participation model developed and promoted to encourage organisations to engage more effectively with children and young people.

## Budget 2016/17

The resource allocation for 2016–17 is confirmed by the Department for Education (DfE) as £2.79 million. The allocation is set out in the pie chart on the following page.

Programme delivery represents my work and that of the staff in my office to deliver on the projects highlighted in this business plan and achieve the goals in my five-year plan *Ambitious for Children*. The total allocated to programme delivery is £2.3m.

Governance includes expenditure on internal and external audit and production of my annual report. The total allocated is £45,000.

Support costs include my expenditure on my premises; IT hardware, software and support; and HR and Finance which are provided through a contract with the Department for Education. The total allocated is £0.42m.

£26,052 is allocated to depreciation includes depreciation on equipment.

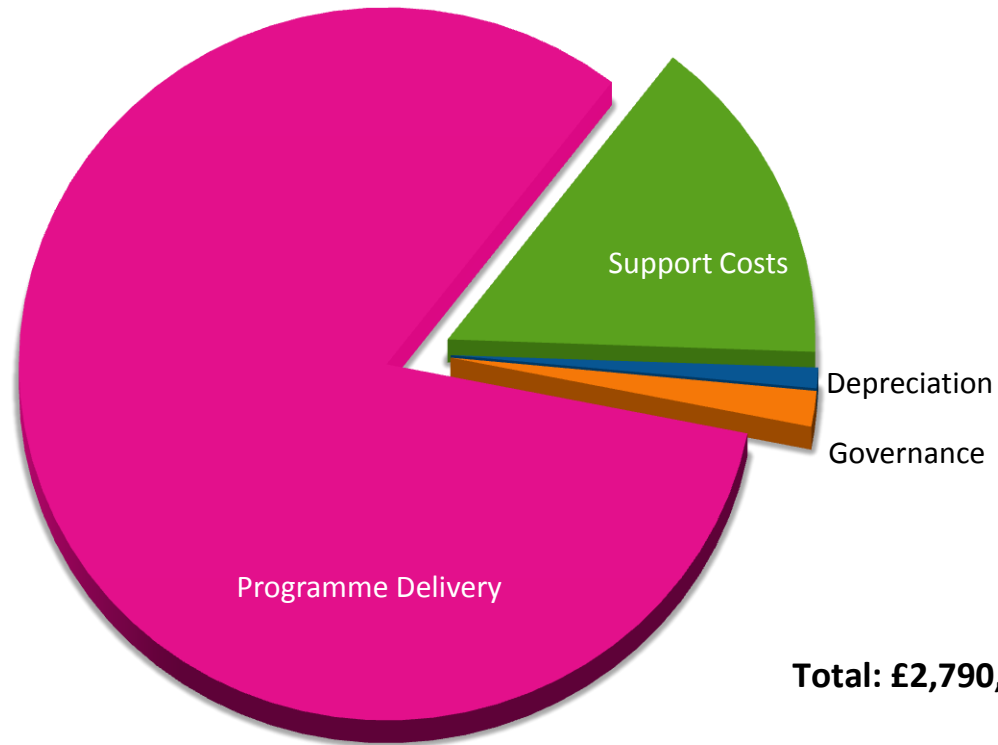
## Budget 2016/17

**Depreciation**  
Equipment

**Governance**  
Internal and external  
audits, annual report etc.

**Support Costs**  
Premises, IT, finance and  
HR support etc.

**Programme Delivery**  
Staffing, project spend etc.



Children's Commissioner for England  
Sanctuary Buildings  
20 Great Smith Street  
London  
SW1P 3BT

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

Telephone: 020 7783 8330

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

