

Strategic Plan 2016-20

CHILDREN & YOUNG PEOPLE'S Commissioner Scotland

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1. Commissioner's Foreword



I am delighted to present my Strategic Plan 2016-20. The plan is presented in a context of opportunities and challenges. Opportunities come in the form of children's rights being increasingly recognised and valued in legislation and through practice working with children and young people. One of our challenges is to build on the Strategic Plan against a background of austerity and financial pressures on local delivery of children's and wider services.

I believe Scotland is moving in the right direction with improved realisation of children's rights contributing to better outcomes for our children and young people. The extension of the franchise to 16/17 year olds, who were able to vote in 2014's independence referendum, is a fine example of this. However, there remains much more work to be done, and in some areas there are new challenges to overcome. The Strategic Plan 2012-16 provides a framework which is consistent with the legislation and statutory requirements of the office: and this plan follows a similar structure. This draft Strategic Plan was subject to a public consultation in January - February 2016 and revisions were made following analysis of the responses. A summary of the main findings of the consultation and revisions can be found at Appendix 1.

There has also been new legislation since the last Strategic Plan commenced that has a direct influence on the working of the office. The Children and Young People (Scotland) Act 2014 extends the investigatory powers

of the Commissioner, effectively adding a new function to the work of the office, which is reflected in an additional Strategic Aim. This Strategic Aim will be 'to provide a complaints and investigation service on the basis of the rights, interests and views of children and young people'. This new function will also be a powerful source of information on matters affecting children and young people, informing our future policy and influencing work as we respond to the issues raised.

The achievement of the Strategic Plan 2016-20 is dependent on sufficient resources being made available throughout the life of the plan. This is particularly important in respect of the implementation of the new investigatory powers.

My term of office ceases in May 2017 and it will be for the incoming Commissioner to execute the remainder of the plan. I have focused the plan on high-level activity to provide sufficient flexibility for the new Commissioner's priorities.

I remain optimistic for the future and look forward to the better realisation of our international obligations for children's rights in Scotland.

Tam Baillie

**Children and Young People's
Commissioner Scotland**

2. Responsibilities



The responsibilities and powers of the Commissioner are laid out in the Commissioner for Children and Young People (Scotland) Act 2003 as amended by the Scottish Parliamentary Commissions and Commissioner etc. Act 2010 and the Children and Young People (Scotland) Act 2014.

The Commissioner has a responsibility to:

- Have regard to the United Nations Convention on the Rights of the Child and act in a manner which encourages equal opportunities
- Encourage the involvement of children and young people in the work of the Commissioner and consult relevant organisations
- Promote and safeguard the rights of children and young people, through research and review of law, policy and practice

The Commissioner has the power to carry out an investigation into whether a service provider has regard to the rights, interests and views of children and young people:

- Generally or to particular groups of children and young people
- In respect of individual children and young people (new function of the office from 2017 as a result of the Children and Young People (Scotland) Act 2014)

The Commissioner has duties as a Corporate Parent under the Children and Young People (Scotland) Act 2014.

As a Commissioner accountable to Parliament, the British Sign Language (Scotland) Act 2015 requires the Commissioner to produce an 'Authority Plan'.

The Commissioner is appointed by the Queen on the recommendation of the Scottish Parliament and is independent of the Scottish Government. The Commissioner is the Accountable Officer and applies on an annual basis to the Scottish Parliament for a budget to carry out the functions of the office.

3. Equality Duty



The Commissioner is a relevant public body under the public sector equality duty and is listed in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The Commissioner has a duty to eliminate discrimination, promote equal opportunities, and foster good relations between different groups.

The Commissioner's Equalities Outcomes are as follows:

Equality Outcome 1: The Commissioner, through work on increasing awareness, understanding and implementation of the UNCRC, will take account of children and young people with protected characteristics.

Equality Outcome 2: The Commissioner is accessible to all children and young people in Scotland and is engaged with children's rights concerns, including those raised by children and young people from each of the protected groups. A key part of the Commissioner's work is listening to the voices of children

Equality Outcome 3: The Commissioner provides a service, which all children and young people can directly access for relevant and expert information, support and signposting relating to children's rights issues.

Equality Outcome 4: The Commissioner's research and enquiry output better informs the work of the office in regard to particular barriers to the realisation of 6 the UNCRC rights for children and young people with protected characteristics.

Equality Outcome 5: The Commissioner's office is an excellent employer of staff, including those with protected characteristics, and maintains a culture of equality and respect for diversity through continuous improvement, positive leadership and staff development.

4. Vision

The vision of the Children and Young People's Commissioner Scotland is for all children and young people to understand their rights, experience their rights and exercise their rights, every day of their lives.

5. Mission Statement

Improving children and young people's lives through the better realisation of their human rights is everyone's responsibility. For our part, we will work to ensure that children and young people in Scotland freely enjoy their rights under the United Nations Convention on the Rights of the Child (UNCRC) and lead lives where: they are free from discrimination; their best interests are always taken into account; they have the opportunity to maximise their development; and their views are given due regard in decisions that affect them.

6. Strategic Aims for 2016-20



There are five Strategic Aims for the Children and Young People's Commissioner Scotland for the period 2016-20, including a Strategic Aim for the new complaints and investigation service.

1

To maximise the impact of the United Nations Convention on the Rights of the Child (UNCRC) and other relevant international rights instruments in Scotland

2

To influence and promote the effective and sustainable involvement and widespread participation of children and young people in Scotland's society

5

To ensure that the office of the Commissioner is efficient, effective and fit for purpose

Strategic Aims for 2016-20

3

To promote and safeguard the rights of children and young people, particularly the rights of vulnerable groups, through policy scrutiny and by supporting good practice

4

To provide a complaints and investigation service on the basis of the rights, interests and views of children and young people

7. Progress under Strategic Plan 2012-16



Introduction

It is useful to reflect on the progress made in respect of children's rights in Scotland during the period of the Strategic Plan for 2012-16 as this provides the basis for the work to be undertaken in the 2016-20 plan.

Main progress and achievements during the period 2012-16

Strategic Aim 1

To maximise the impact of the United Nations Convention on the Rights of the Child (UNCRC) in Scotland

- We provided consultation responses, briefings and written and oral evidence to the Scottish Parliament and the Scottish Government promoting a rights-based approach to future legislation and the implementation of children's and young people's policies. Feedback from MSPs indicates the high value placed on this aspect of the work of the office.
- A key component of the period 2012-16 was new legislation led by the Scottish Government in the form of the Children and Young People (Scotland) Act 2014. For the first time in Scotland there are specific duties in respect of children's rights on Ministers and public bodies and the measures are a positive step forward.
- The role of the Commissioner is enhanced through the extension of powers of investigation contained within the Children and Young People (Scotland) Act. Appropriately resourced, this will have a significant impact on the ability of children and young people to seek assistance to resolve breaches of their rights.
- The Commissioner's public speaking engagements (conferences, seminars and small groups) have reached an average of over 5000 professionals for each year of the plan.

Main progress and achievements during the period 2012-16

Strategic Aim 2

To influence and promote the effective and sustainable involvement and widespread participation of children and young people in Scotland's society

- We have created the '7 Golden Rules for Participation' resource and its widespread adoption led to more than 20,000 copies being distributed to those working with children and young people in Scotland and beyond. The resource has been positively evaluated. In addition, working with children and in partnership with Glasgow City Council we have developed a symbol version of this resource, extending its reach to children and young people who are non-verbal, have speech and language difficulties or additional support needs.
- Children and young people involved in directly informing the Commissioner's work across a range of areas have included many from groups with protected characteristics, such as those who are young carers, those from black and minority ethnic communities, those with disabilities and communication needs and younger children under eight years old.
- The impact of poverty on children's rights was linked with the work of European partners through a young people's project funded through the European Network of Ombudspersons for Children (ENOC). This participative project was called 'Austerity Bites' and young people from across eight countries produced 32 films to highlight the impact poverty has on their lives and rights. Our co-ordination of 'Austerity Bites' and the successful hosting of the ENOC annual conference in 2014 brought international recognition to our work in Scotland.
- The Commissioner and the team had direct contact with over 5000 children and young people each year of this Strategic Plan. This was achieved through projects, initiatives and research, visits to schools and to social care settings with specific groups of vulnerable children and young people.

Main progress and achievements during the period 2012-16

Strategic Aim 3

To promote and safeguard the rights of children and young people, particularly the rights of vulnerable groups, through policy scrutiny and by supporting good practice

- The office is represented on many government and independent groups influencing on a child rights approach.
- Children and young people's responses to 'a RIGHT blether'¹ highlighted the need to focus work on:

Ensuring children and young people with disabilities have the same opportunities as other children.

This work produced several reports highlighting specific issues and how reductions of services impact on the lives of children and young people with disabilities.

Equal educational attainment for children and young people regardless of the income of their parents.

The work in this area has produced influential reports drawing attention to factors which can mitigate the impact of poverty on educational attainment. This remains a significant issue and it is welcome that the Scottish Government is embarking on a series of actions to address it.

Child safety in the home. Work has focused on the trauma of children living with domestic abuse, with the aim of improving court decision-making in cases of disputed contact. We are currently working to further develop this approach with Scottish Women's Aid and relevant judiciary bodies, within the policy context of 'Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls'.

Campaign on promoting greater respect for children and young people. Our campaign 'Flushed with Success' aimed to ensure that the quality of school facilities for children is monitored and guaranteed, in the same way as for adults in the workplace. It has had an impact at local and national levels with Scottish Government committing to producing new qualities and standards guidance. Scotland has received international recognition through the campaign from the World Health Organisation (WHO), which has a relevant campaign on Water and Sanitary Health (WASH).

1 "a RIGHT blether" was a consultation conducted by the Commissioner in 2010 involving 74,059 children and young people of primary and secondary school age. The results of a RIGHT blether influenced the work undertaken in the Strategic Plan 2012-16

Main progress and achievements during the period 2012-16

Strategic Aim 4

To ensure that the office of the Commissioner is efficient, effective and fit for purpose

- In November 2014, the office moved premises, providing improved facilities; a 50% increase in space; and cost savings of £13,300 per annum.
- The office has complied with statutory responsibilities under relevant legislation and auditing requirements (the Freedom of Information (Scotland) Act 2002 and the Data Protection Act 1998).
- The office produced a Records Management Plan in accordance with the Public Records (Scotland) Act 2011. This was approved by the Keeper of the Records of Scotland in August 2015.
- The Equality Act (2010) requires the office to demonstrate progress against our Equality Outcomes Plan (2013-17). Recording and measurement of outcomes has been incorporated into our yearly operational planning process and this will continue for the period 2016-20.

The future – looking ahead to 2016-20

There are a number of challenges as well as new opportunities for children's rights in Scotland. The impact of austerity and consequent child poverty has worsened since the publication of the Strategic Plan 2012-16 and this remains the biggest single issue affecting children's rights in Scotland.

Despite the efforts of ourselves and many others, the UK Government has continued to pursue policies which negatively affect the increasing numbers of children who are living in poverty.

UK Government proposals to repeal the Human Rights Act and replace it with a less robust framework are also of serious concern. The details of the timetable have been delayed; however, there is a clear need to ensure children's rights are not adversely affected by any regressive proposals, whenever they may emerge.

There is a significant opportunity to make progress in children's rights through the reporting process to the UN Committee on the Rights of the Child. The Scottish Government has already responded to the UN Committee's 'list of issues' and there are encouraging signs of Scottish Ministers taking serious account of the Concluding Observations, due to be published by summer 2016.

The enactment of the extended powers on individual complaints and investigation will have a significant impact on the work of the office. It will require the office to provide a service to children and young people in response to their individual concerns. It will also provide the basis for policy and influencing work. The office has already carried out substantial preparatory work including a mapping exercise of how the powers will fit with existing scrutiny bodies in Scotland. The enactment will commence in January 2017 and it is expected that the new function will have an increasing impact on the work of the office throughout the period up to 2020.

8. Information sources for Strategic Plan 2016-20



The Commissioner's consultation 'a RIGHT blether' (2010) provided a clear indication of the views of children and young people to inform the previous Strategic Plan. A different approach was possible for the Strategic Plan 2016-20 because of the amount of activity already undertaken by a wide range of organisations and the publication of relevant reports incorporating the views of children and young people.

The approach adopted for gathering information to inform the Strategic Plan was to:

1. Examine relevant reports produced in Scotland as part of the UN reporting process. The most relevant reports for the Strategic Plan are:
 - **Report of the UK Children's Commissioners: UN Committee on the Rights of the Child Examination of the Fifth Periodic Report of the United Kingdom of Great Britain and Northern Ireland**, Children's Commissioner for Wales, NICCY, Children's Commissioner, Scotland's Commissioner for Children and Young People.
 - **UN Taskforce on the Rights of the Child visits Scotland, 2nd – 3rd September 2015**, Children and Young People's Commissioner Scotland, Scottish Youth Parliament, Together (Scottish Alliance for Children's Rights).
2. Commission reports collating the views of children and young people. These were:
 - **UK Implementation of the Convention on the Rights of the Child: NGO alternative report to the Committee on the Rights of the Child – SCOTLAND**, Together (Scottish Alliance for Children's Rights).
 - **Identifying the 'voice of the child': Desktop review of key documents to inform strategic planning for 2016-20'**, Adelle Gardiner.
 - **A review of Children's Parliament work, 2012-2015**, Children's Parliament.
3. Commission work to boost our knowledge of the views of children and young people:
 - **ALL children should be healthy, happy and safe; a consultation with children with disabilities about their rights**, Children's Parliament.
 - **Leading the Way: An interim report on the views of young people in Scotland as expressed in the SYP Manifesto consultation 2016-2021**, Scottish Youth Parliament. Scottish Youth Parliament

9. Key themes for Strategic Plan 2016-20



The Strategic Plan 2016-20 is an opportunity to ensure that work areas in the plan reflect key themes where a difference can be made based on the statutory responsibilities of the office.

Strategic approach

There is a large degree of agreement on key strategic themes among the various reports presented to the UN Committee on the Rights of the Child in 2015. This reflects general agreement about the main issues in relation to rights for children and young people in Scotland. There is also evidence in each of the reports that children and young people share those concerns about aspects of their rights.

This has confirmed the approach for the office to maintain the following Strategic Aims:

- 1.** To maximise the impact of the United Nations Convention on the Rights of the Child (UNCRC) and other relevant international rights instruments in Scotland
- 2.** To influence and promote the effective and sustainable involvement and widespread participation of children and young people in Scotland's society
- 3.** To promote and safeguard the rights of children and young people, particularly the rights of vulnerable groups, through policy scrutiny and by supporting good practice

Child poverty

There is widespread agreement on the impact of child poverty on children's rights as emphasised within the UK Children's Commissioners' report to the UN Committee and noted in Together's report. The report 'Identifying the voice of the child' also noted the views of children in relation to the impact of poverty, as did the Children's Parliament review. Child poverty will remain a main theme of work across the strategic aims for the plan 2016-20.

Children safe from harm

The issue of children being kept safe from harm is consistently raised by children and young people and is evident in all of the reports considered. Issues around child safety take many different forms. For example, the Children's Parliament report noted the specific concerns of children with disabilities, while the UK Children's Commissioners' report noted child sexual exploitation as a specific issue. Our current work on children affected by domestic abuse will continue alongside work on human trafficking, and child abuse, including the threat of online abuse.

There is also the long-term issue of children being denied the same legal protection from assault as adults. In 2015 - working in partnership with NSPCC Scotland, Barnardo's and Children 1st- we published 'Equally Protected? A review of the evidence on the physical punishment of children' and over the next four years equal protection for children from violence will continue to

be a key area of work for the office. We will also contribute a rights-based perspective in Ministerial-led initiatives on child sexual exploitation and child trafficking.

Juvenile justice

The issue of juvenile justice is a consistent cause for concern. Raising the age of criminal responsibility – currently at eight years old - has been a long-term goal for the office and it was also an issue of concern in the Together report to the UN Committee. Another children's rights issue is the high incidence and nature of stop and search of children and young people and the lack of access to justice. Children's experience of juvenile justice is a significant issue for the UN Committee. The office will continue to work to improve the position of children's rights within juvenile justice, particularly on the low age of criminal responsibility and stop and search.

Discrimination

The reports to the UN Committee and on the views of children identified many groups of children in vulnerable situations experiencing discrimination and disadvantage. The office is already committed to working with children who have disabilities through activity with children with additional support needs and this will continue. In addition there is some preparatory work underway with young carers, and this will also continue. The position of Gypsy / Travellers, ethnic minorities and unaccompanied children has been highlighted and the office will consider how to develop further involvement with these groups of children and young people.

Mental health

The mental health of children and young people is a consistently noted issue. It was one of the main themes from the UK Children's Commissioners report and Together's submission to the UN Committee. It was noted in the reports on the views of the children and young people that mental health will be a campaign issue for the Scottish Youth Parliament in 2016. While mental health is relevant for all children and young people, there are numerous issues to be addressed: age appropriate beds; access to CAMHs services; mental well being of specific groups such as children of prisoners or young carers; self harming behaviours; the role of school counselling services; and the impact of bereavement. Mental health will be a new area of work for the office and preparatory work is already underway.

Care experienced children and young people

Care experienced children and young people have consistently poorer outcomes than their peers in respect of mental health, educational attainment, homelessness, employment and involvement with criminal justice systems. The Commissioner is a Corporate Parent and has statutory responsibilities for care experienced children and young people. We will collaborate with other Corporate Parents for the fulfilment of these responsibilities which will be laid out in our Corporate Parenting Action Plan, which will be published in 2016.

10. Strategic Aims and actions for 2016-20



The production of this Strategic Plan provides an opportunity to lay out priorities for the next four year period. The challenge for the office is how to allocate finite resources against the wide range of issues with implications for children's rights. There is a responsibility on the office to ensure that all resources for the fulfilment of the statutory duties and powers are allocated for the maximum benefit to children and young people in Scotland.

The Strategic Aims and related activities are all for the duration of the plan, 2016-20. There will be variations in the level of activity in different areas of work throughout the period with the capacity to adjust activity on the basis of priorities changing during the life of the plan. The five Strategic Aims are interrelated to improve the lives of children and young people in Scotland through the better realisation of their rights.

Strategic Aim 1:

To maximise the impact of the United Nations Convention on the Rights of the Child (UNCRC) and other relevant international rights instruments in Scotland

We will achieve this by:

- Monitoring the ongoing implementation of children's rights, particularly the UNCRC in accordance with the UN Monitoring Committee's Concluding Observations and adoption of the Optional Protocol 3

- Promoting the adoption of the Child Right and Well-being Impact Assessment (CRWIA) process of measurement of the impact of policies at local and national levels
- Continuing to press for the full incorporation of the UNCRC in Scots and UK law
- Working in partnership with other UK and European Children's Commissioners' offices on relevant children's rights matters
- Contributing to the production of reporting on other relevant international rights instruments (for example, The International Covenant on Economic, Social and Cultural Rights (ICESCR), The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), The Universal Periodic Review (UPR))

Evidence of progress will be:

- Legislation on equal protection from violence for children
- Legislation to increase the age of criminal responsibility
- Incorporation of UNCRC into Scots Law

Strategic Aim 2:

To influence and promote the effective and sustainable involvement and widespread participation of children and young people in Scotland's society

We will achieve this by:

- Acting as a catalyst for the promotion of high quality participative practices with children and young people in Scotland
- Working with the Scottish Government and others to ensure that the voices of children and young people are systematically taken into account in the development of policies that affect them

Evidence of progress will be:

- Baseline indicators of participatory approaches in the Scottish Government, Children's Services Planning and local services (schools, youth and children's services)
- Increased use of participatory approaches in the Scottish Government, Children's Services Planning and local services (schools, youth and children's services)
- Establish a national strategy for UNCRC participation, awareness-raising and understanding

Strategic Aim 3:

To promote and safeguard the rights of children and young people, particularly the rights of vulnerable groups, through policy scrutiny and by supporting good practice

We will achieve this by:

- Influencing and keeping under review relevant policy, practice and legislation in relation to the rights of children and young people
- Promoting, commissioning, undertaking and publishing research on matters relating to the rights of children and young people
- Working proactively on issues of key concern for children and young people, including children affected by: poverty, domestic abuse and mental health issues

Evidence of progress will be:

- Publication of Corporate Parenting Action Plan
- Publication of a mental health work-plan
- Publication of first report on mental health issues
- Improvements in decision making for children in contact dispute in domestic abuse cases

Strategic Aim 4:

To provide a complaints and investigation service on the basis of the rights, interests and views of children and young people

The Complaints and Investigation service will support children and young people and allow them to pursue their complaints against service providers, while having regard to their rights, interests and views. It is anticipated that the number of investigations in any year will be low as the vast majority of referrals will fall short of investigation. The Commissioner has a legal requirement of non-duplication and cannot investigate a matter which is within the remit of another person to investigate. The Commissioner will take a 'supported signposting' approach for those complaints which fall outside of the remit of the Commissioner. The power commences in January 2017 and will be reviewed by April 2018 to assess future funding requirements.

We will achieve this by:

- Setting-up and managing the initial stages of the implementation of the service
- Establishing and monitoring performance indicators for the effective operation of the service
- Publicising the complaints and investigation service to adults, children and young people
- Revising and reviewing policies and procedures as appropriate to ensure the sustained development of the service
- Using information from complaints and investigations to inform the future work of the office

Evidence of progress will be:

- Staff appointed and systems up and running
- Review of staffing requirements for service
- Evidence of meeting performance indicators for case handling
- Satisfaction surveys of outcomes for users of service

Strategic Aim 5:

To ensure that the office of the Commissioner is efficient, effective and fit for purpose

We will achieve this by:

- Ensuring that appropriate administrative, corporate, financial and human resources are in place, with policies and practices to reflect best practice and meet legislative requirements
- Maintaining a continuous improvement programme to ensure that the office achieves best practice in corporate support to all of the Commissioner's functions
- Identifying and implementing actions from internal and external audit reports and undertaking continuous monitoring of processes
- Maintaining and adapting communication methods to ensure maximum reach to professionals and children and young people

Evidence of progress will be:

- Measureable increase in digital media presence
- Schedule for review and revision of corporate, financial and human resource processes and policies
- New corporate financial and human resource processes and policies identified and implemented
- Publication of Mainstreaming Equality Duties progress report

11. Timetable on evidence of progress for 2016-20



Evidence of progress	2016-17	2017-18*	2018-19	2019-20
Strategic Aim 1		<p>Legislation on equal protection from violence for children</p> <p>Legislation to increase the age of criminal responsibility</p>		Incorporation of the UNCRC into Scots Law
Strategic Aim 2		<p>Establishment of baseline indicators of participatory approaches in the Scottish Government, Children's Services Planning and local services (schools, youth and children's services)</p> <p>Establishment of a national strategy and implementation plan for UNCRC participation, awareness-raising and understanding</p>		Increased use of participatory approaches in the Scottish Government, Children's Services Planning and local services (schools, youth and children's services)

Evidence of progress	2016-17	2017-18*	2018-19	2019-20
Strategic Aim 3	<p>Publication of Corporate Parenting Action Plan</p> <p>Publication of a mental health work-plan</p> <p>Publication of first report on mental health issues</p>		<p>Improvements in decision making for children in contact dispute in domestic abuse cases</p>	
Strategic Aim 4	<p>Staff appointed and systems for new function up and running</p> <p>Publicising the complaints and investigation service to adults, children and young people</p>	<p>Evidence of meeting performance indicators for case handling</p> <p>Review of staffing requirements for service</p>	<p>Evidence of meeting performance indicators for case handling</p> <p>Satisfaction surveys of outcomes for users of service</p>	<p>Evidence of meeting performance indicators for case handling</p> <p>Satisfaction surveys of outcomes for users of service</p>
Strategic Aim 5	<p>Measureable increase in digital media presence</p> <p>Schedule for review and revision of corporate, financial and human resource processes and policies</p>	<p>New corporate financial and human resource processes and policies identified and implemented</p> <p>Publication of Mainstreaming Equality Duties progress report</p>		

***From May 2017 there will be a new Commissioner appointed**

12. Resources

Indicative figures 2016-20 (based on 2016-17 indicative budget)

The following table shows current expenditure projected over the period of this plan, assuming no change in real terms.

	2016-17	2017-18	2018-19	2019-20
Staff Costs (Current)	781,818	789,586	797,432	805,365
Staff Costs (Additional)*	26,734	54,002	Funding dependent on review of Complaint and Investigation service	
Staff Related Costs	43,570	44,942	46,647	47,950
Property Costs	103,181	103,851	104,831	113,580
Professional Fees	50,567	51,589	52,616	53,650
Running Costs	267,271	277,713	290,209	298,075
Capital Expenditure	18,000	5,000	5,000	7,500
TOTAL	1,291,141	1,326,683	1,296,735	1,326,120

Current staffing

The current staffing of the office consists of:

Commissioner	1
Senior Management Team	3
Staff Team	10.13
Total FTE	14.3

Staff Costs (Additional)*

Part 2 of the Children and Young People (Scotland) Act 2014 includes measures to extend the powers of the Commissioner to handle individual complaints and carry out individual investigations. The extension of the Commissioner's power will therefore require the creation of a new Complaints and Investigation service for the office which will require a new post of Head of Complaints and Investigation

The existing Enquiries Officer post will be transferred to the new 'Complaints and Investigations Team' and re-designated as a Caseworker.

The Scottish Parliament Corporate Body (SPCB) has approved the appointment of a Head of Complaints and Investigation for 18 months from October 2016. The above table therefore reflects additional costs for six months in 2016/17 and 12 months in 2017/18. Any further appointments will be dependent on the review of the service and the decision of the SPCB on the requirement for additional resources.

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Appendix 1



Consultation on the draft Strategic Plan

The public consultation on the Strategic Plan 2016-20 produced 84 responses for analysis, consisting of 37 organisations and 47 individuals. If treated equally, 69% responses strongly agreed or agreed with all aspects of the plan.

There was overwhelming agreement on all of the themes ranging from 83% for juvenile justice, rising to 90% for child poverty.

There was a high level of endorsement on all of the Strategic Aims, ranging from 72% to 86% strongly agreeing or agreeing.

There was a high level of endorsement for the all of actions, ranging from 72% to 85% strongly agreeing or agreeing.

There was a high level of endorsement for the all of the milestones (now titled 'evidence of progress'), ranging from 75% to 79% strongly agreeing or agreeing.

As a result of comments given, a theme of care experienced children and young people is included, more detail is provided in respect of the implementation of the new powers under Strategic Aim 4 and some changes have been made to the evidence of progress (previously titled 'key milestones').



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**If you would like this document in another format,
for example in Braille or audio, please get in touch to let us know.**

The cover artwork is a collage of images by children and young people from across Scotland. Each piece is about their lives, their experiences, their rights.

Thank you to everyone who shared their creativity with us.