

Scottish Alliance for Children's Rights

Business Plan 2009 – 2012

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Section I: History and background

Formation of the Scottish Alliance for Children's Rights

The Scottish Alliance for Children's Rights (SACR) was set up in 1996 with a remit to promote the full implementation of the UNCRC in Scotland. SACR began as a small, informal network drawn from Scottish children's organisations. The impetus to create such a grouping came from the ratification of the UNCRC by the UK government in 1991. In ratifying the Convention, State Parties undertake to reflect its principles in UK policy and legislation and to make periodic progress reports to the UN Committee on the Rights of the Child. Non-Government Organisations (NGOs) have a distinctive role to play in the reporting process, and given the differences in policy and legislation, even in a pre-devolved Scotland, there was clearly a need to consult with and draw together the views of the children and young people's sector in Scotland. With financial support from Save the Children, the first NGO report was submitted in 2001.

The original informal grouping became a company limited by guarantee with charitable status in 1999. The founding Directors of the company were the senior officers of Save the Children, Barnardos and Childline and led to the formation of a Board of Directors which was drawn from a range of national children's organisations. Since its inception SACR's purpose has been to act as the focal point for the non-government children's sector, working towards the full realisation of the Convention in Scotland.

The Articles and Memorandum of the Company state the purposes of the organisation are to:

- a. Promote the importance of children and young people's rights in order to highlight issues of concern to policy makers, the media and the general public, and to disseminate information on the UNCRC;
- b. Establish links with statutory agencies and other bodies to ensure the monitoring and promotion of the full implementation of the UNCRC in Scotland through policy and legislative mechanisms and good practice
- c. Provide a focal point for NGOs in Scotland on children's rights issues, and in the preparation of reports to the UN Committee on the Rights of the Child on the progress of the UK governments implementing in the UNCRC;

A full copy of the Articles and Memorandum are included with the Business Plan.

Company Directors

Over its lifetime as a company, SACR has enjoyed the support of many organisations serving as Directors. These include Who Cares? Scotland, Scottish Child Law Centre, Children 1st, Childline, Scottish Ethnic Minority Law Centre, Children's Parliament, SACRO, Barnardo's Scotland, Aberlour and has been fortunate to have Alan Rees, MBE, who acted as Company Secretary for many years. Tam Baillie of Barnardo's Scotland is the current Chair. A full list of the current Board members is attached at Appendix I.

Membership

Although it's core purpose is to be an alliance of non-government organisations, SACR also invites membership by individuals with a particular interest in children's rights, and associate membership is offered to relevant public sector organisations, in particular local Councils. Annual membership rates are periodically reviewed by the Directors in consultation with the membership. In 2003 there were 54 organisations and individuals in membership, our optimum number of members, and this was due to the momentum gained from the 2002 Reporting Process and follow up by SACR. Current membership stands at 34 organisations and individuals and is an area for development in our future plans.

Funding and Staffing

In addition to grant aid from Save the Children over its lifetime, grants have also been made to SACR by Action for Children, Barnardo's, Aberlour, Quarriers, the Gulbenkian Foundation and Community Fund (now Big Lottery Fund). The Community Fund support enabled SACR to employ a Coordinator and take on a fuller programme of work including holding seminars and liaising with the child rights groupings in the 'four nations.' Two key publications were produced: 'Making it Real' which highlighted the implications for Scotland from the 2002 UNCRC Concluding Observations. In response to demand for resources to support participation rights, SACR, in partnership with Save the Children, produced 'The Recruitment Pack', which is a guide for organisations seeking to involve children and young people in staff recruitment processes.

We do not currently employ a staff member, pending the decisions of the Board with regard to future plans and available resources. We are fortunate to have short life administrative support from Barnardo's Scotland and have engaged a consultant to draw together recommendations with regard to future structure and strategy.

A copy of this report outlining the context for the future role of SACR is included with the Business Plan

The most recent and current funding from the Scottish Government has offered stability at a crucial time when SACR was embarking on the UN reporting process and undertaking a review of the future of the organisation.

Where is SACR now?

SACR has developed significantly from its early origins. We have raised awareness of the Convention through seminars, consultations and information dissemination; SACR has previously campaigned to call for the establishment of the office of Scotland's Commissioner for Children and Young People (SCCYP). In respect of the UNCRC Monitoring of the 'state of child rights' in Scotland, this has been benchmarked by

SACR through the two NGO Reports to the UN Committee (2002 and 2008) and we plan to follow up on the Concluding Observations, working in partnership with the key players.

SACR needs to consider its current and future activities to maximise its influence in the implementation of proposals arising from the UN Monitoring Committee Concluding Observations.

Section 2: Current Activity

Current Core Activities

The main activity of SACR in 2007/08 and continuing into 2008/09 has been driven by the reporting process to the UN Monitoring Committee for the implementation of the UNCRC. This formed the main core activity of the organisation during this period. In order to achieve this SACR has been involved in:

- Consulting with NGO groups from around Scotland on the main issues to present to the UN Committee. This was conducted through consultation events held in Edinburgh in May 2006, followed up by another event in Glasgow in January 2007
- The production of a draft report, subject to further smaller consultation events in Edinburgh and Glasgow, resulting in a final report submitted to the UN Committee in March 2008. The final report was supported by 54 NGOs in Scotland
- Presenting oral evidence to the Geneva sitting of the UN Committee in June 2008 as part of the UK pre-sessional evidence session, followed up by sending two observers to the UK government evidence session in September 2008
- Liaising and meeting with other NGO groups from England, Wales and Northern Ireland in the lead up to the evidence sessions in Geneva
- Liaising and meeting with Scottish Government to inform the Scottish contribution to the UK evidence to the UN Monitoring Committee
- Contributing to the Scottish Government Partnership Group as part of the response to the UN Committee Concluding Observations published in October 2008.
- Working closely with Scottish Government in the preparation of the consultation on the government response to the Concluding Observations, particularly in terms of professionals working with children and young people. This will result in four consultation events in early 2009.

Resources and Income

SACR has operated with minimal resources throughout the period of preparation and reporting to the UN Committee. It has employed one member of staff on a part-time basis throughout the period. In July 2008, the SACR member of staff resigned and all duties were undertaken by Committee members with the support of member organisations. As a consequence, at times and particularly since July 2008, SACR has had to rely heavily on the active participation of the individual SACR Committee members and organisations.

Scottish Government

The majority of the income for SACR during the UNCRC reporting period has come from Scottish Government. This has been in the form of direct grant funding which paid for the member of staff, funded the consultation events and the production of the

SACR report to the UN Committee. In 2007/08, income from Scottish Government was £18,000 and in 2008/09 in was £24,000. The Scottish Government has also provided additional funding to SACR in 2008/09 which has allowed for the employment of short-term contracted work. This has funded three projects:

1. To consider the UN Committee Concluding Observations and the implications for SACR and NGOs in Scotland
2. To consider the future role for SACR in Scotland and assist in the production of a forward plan
3. To organise consultation events on the Scottish Government response to the Concluding Observations.

Projects 1 and 2 will be completed by December 2008 and 3 will be completed by February 2009.

Earned Income

SACR is a membership organisation and a small amount of revenue income is provided through this source. As most of SACR activity has been focused on the UN reporting process, this aspect of activity generates only modest income. In 2007/08 this amounted to £2,545 with an additional £6,000 from Save the Children Fund.

In-Kind Income

SACR has consistently received in-kind income from a host agency. Throughout most of its history this has been provided by Save the Children. This has consisted of office space, acting as the registered address for the organisation and back-up administrative support. In 2008, Save the Children has undergone re-organisation and this resulted in Barnardo's Scotland providing office and administrative support to SACR. This support is committed to April 2009 and can be extended until new staff are in place. The in-kind contributions has not been included in costs up to 2009, however, they will be included in future budgets.

Section 3: Future Activities

Rationale for Proposed future activities

From 2009-2012, SACR will reorganise in order to better fulfil two main aims in the short to medium term:

1. Promotion of UNCRC in Scotland
2. Monitoring of UNCRC implementation in Scotland

We believe the changes will better serve the organisation in terms of its third aim:

3. NGO reporting to the UN Monitoring Committee, next scheduled for 2014

It is recognised that SACR's aims have synergy with the statutory responsibilities of the Scottish Commissioner for Children and Young People (SCCYP), therefore SACR's future activities will seek to complement rather than duplicate SCCYP's activities. SACR's focus will be on promoting the UNCRC with and through local and national NGOs in Scotland, and providing opportunities for the NGO sector, in partnership with the public sector, to inform the ongoing monitoring of implementation of the Convention. This will involve local government and health professionals and we intend to engage with all children's sectors in the promotion of the activity related to the better implementation of the UNCRC.

Regional alliances

The structure of SACR will be developed between 2009 and 2012 with the development of 8 regional alliances that will be made up of local agencies who work with children and young people. These regional alliances will be responsible for:

- Promotion of UNCRC at regional level
- Regional monitoring of UNCRC implementation
- Regional influencing on UNCRC implementation

The regional alliances will be piloted in areas where there is established networks that can be developed. This will provide a model for learning and development to take to other parts of Scotland. SACR will engage with all sectors working with children: education; social care; health; and the voluntary sector.

Affiliated issue networks

In addition, at a national level, SACR will develop affiliations with a number of 'issue' based networks. It is recognised that on many of the issues that SACR is concerned about, there are already well established networks (e.g. Throughcare and Aftercare Forum, Children are Unbeatable, Scottish Play Forum). SACR will also seek to develop new issue based networks where there is a recognised gap. SACR will develop affiliations with these networks to ensure that they are supported in:

- Promotion of UNCRC to their stakeholders

- Issue based monitoring of UNCRC implementation including annual monitoring report
- Issue based influencing on UNCRC implementation

Future Role of SACR

The role of SACR at a national level will be:

1. Promotion of UNCRC in Scotland:

- SACR will support NGOs in Scotland to develop awareness of the provisions of the UNCRC and good practice in implementation
- SACR will provide information and materials that can be used to promote awareness of the UNCRC
- SACR will organise events to promote awareness of UNCRC

2. Monitoring the UNCRC in Scotland:

- SACR will develop and implement a national monitoring framework for UNCRC in conjunction with Scottish Government and SCCYP
- SACR will support regional alliances and affiliated issue based groups to monitor implementation of UNCRC
- SACR will produce an annual report on implementation of the UNCRC in Scotland, produce recommendations and lobby for full implementation of the UNCRC

3. NGO reporting to the UNCRC Monitoring Committee

- SACR will produce alternative reports, in conjunction with NGO alliances across the UK, to the UN Committee on the Rights of the Child as part of the five year state party reporting cycle. These reports will be based on the annual reports on the implementation of UNCRC monitoring reports.

It is expected that SACR's main membership will continue to be primarily drawn from the NGO sector in Scotland and a major focus of SACR during this period will be to increase the number of NGO organisations that are members. However, it is also recognised that there needs to be greater partnership working with the public sector in Scotland. Associate membership of SACR is already open to local authorities and the possibilities of developing this type of membership will be developed further.

Consultation

In 2008 SACR commissioned a consultant to identify how the NGO sector can effectively contribute to the monitoring of children's rights in Scotland. The key tasks undertaken by the consultant were:

- Attendance at a Children's Rights Workshop organised by Save the Children on 26th August 2008 on appropriateness of developing child rights indicators in Scotland
- Consultation with NGOs on role and extent of NGOs in monitoring arrangements at a meeting on 29th October 2008
- Research into NGO monitoring arrangements in other countries
- Monitoring human rights developments in Scotland
- Proposing a monitoring model for UNCRC in Scotland enabled by SACR.

In addition, a SACR board member spent time at a conference of European Child Right Alliances to find out how other similar alliances were structured and operated.

How these changes will affect SACR

SACR will become a more representative national organisation in that it will ensure that the experiences of NGOs across the country contribute to the national Alliance. This will also include representation from other sectors working with children as we believe this is essential to have a balanced approach to the implementation of UNCRC in Scotland. To reflect this, it is intended that the Board will be representative of the regional and issue based networks. SACR will have increased the size and the scope of its membership and have produced materials and resources that have practical application for all agencies working with children in Scotland.

SACR will require staff to fulfil the ambitions set out in these changes. This will require a full time National Development Officer and a part-time Administrator. SACR has sought to reduce costs by seeking the support from a host agency. At present SACR is confident that this will be agreed through one of the member agencies. Staffing details are provided at Appendix 2.

SACR will require additional running costs. Full budget details for 2009-12 are provided at Appendix 3.

Measuring Progress

SACR is part of a wider network of organisations providing for the fulfilment of children's rights in Scotland. As such, all of its work will necessarily be done in partnership with other agencies. The work of SCCYP and the Scottish Human Rights Commission (SHRC) are particularly relevant here and provide opportunities for joint engagement. This presents challenges in terms of measurement however, the annual monitoring of implementation will provide useful information regarding the progress (or otherwise) made against the UN Monitoring Committee Concluding Observations, 2008. In this respect, the overall success of SACR will be judged by:

- increased awareness of the UNCRC by civil society in Scotland
- evidence of implementation of the UNCRC in practice evidenced by both policy and practice change

Section 4: The Annual View

Year 1 (April 2009 – March 2010)

1. Recruit full time national development officer from June 2009 – responsible for:

- developing and implementing SACR's development plan
- external relations with key stakeholders in Scotland including Scottish Government, COSLA, SCCYP, SHRC
- developing and maintaining support for regional networks
- establishing UNCRC monitoring framework for SACR including preparation of SACR annual monitoring report
- identify and secure sources of funding for SACR
- developing and implementing a strategy for promotion of UNCRC amongst civil society in Scotland
- support for member agencies in promotion and monitoring of UNCRC
- regular communication with member agencies
- raise profile of SACR in civil society and with local and national government

2. Recruit part time Administrator from June 2009 – responsible for:

- financial administration
- communication with members and external agencies including website maintenance
- processing membership fees
- establish and maintain administrative processes
- administration of governance functions including organise and record board meetings
- organise and record AGMs and other member events

Goals for Year 1:

- to have set up 2 regional SACR alliances
- to have created affiliations with 3 'issue' based networks in Scotland
- to have established functional governance structure for SACR
- to increase membership of SACR from both local and national agencies
- to have produced 2 quarterly newsletters for members
- to have produced first national annual monitoring report
- to have amended constitution and governance arrangements to reflect new structure

Year 2 (April 2010 – March 2011)

Goals for Year 2:

- to have secured additional grant funding to support the work of SACR
- to support the work of the existing 2 regional SACR alliances
- to have established a further 3 regional SACR alliances
- maintain affiliations with existing issue based networks

- establish affiliations with up to 3 more issue based networks and develop further issue based networks if required
- to have produced a second annual monitoring report
- to have produced 4 quarterly newsletters for members

Year 3 (April 2011 – March 2012)

Goals for Year 3:

- maintain affiliations with existing issue based networks and develop further issue based networks if required
- maintain support to existing 5 regional SACR alliances
- to have established a further 3 regional SACR alliances
- to have produced third annual monitoring report
- To have identified other UN Treaties relevant to children in Scotland and responded where appropriate
- to have initiated contact with other alliances in preparation for the UNCRC reporting requirements

APPENDIX I

Board of Directors at September 2008

Tam Baillie, Chair	Barnardo's Scotland
Katy McFarlane, Secretary	Individual member
Kelly Bayes, Treasurer	Individual member
Alex Cole-Hamilton	Aberlour Child Care Trust
Alison Davies	Individual member
Douglas Hamilton	Save the Children
Cathy McCulloch	The Children's Parliament
Elizabeth Morrison	Who Cares? Scotland
Alison Wales	Childline
Vacancy	

Staff Details

National Development Officer – Job Profile and Person Specification

Administrator – Job Profile and Person Specification

SCOTTISH ALLIANCE FOR CHILDREN’S RIGHTS

JOB PROFILE

JOB TITLE:	National Development Officer
GRADE	SCP 35 - 38
LOCATION:	Edinburgh or Glasgow
ACCOUNTABLE FOR (STAFF):	as specified
REPORTS TO:	SACR Board
SUPERVISION:	Chair of SACR Board

JOB PURPOSE:

To manage, develop and promote the work of the Scottish Alliance for Children’s Rights accordance with the aims and objectives of the organisation.

RESPONSIBILITIES:

For organisational management

- To set-up and manage office systems for the Scottish Alliance for Children’s Rights
- To ensure the financial management of the Scottish Alliance for Children’s Rights is maintained in line with the requirements of the organisation and relevant regulatory bodies.
- To ensure all procedures for the organisation are implemented in line with legal and regulatory requirements.
- To liaise with funding organisations and prepare reports in line with the conditions of funding requirements
- To provide reports to the Board on matters relating to the management of the office systems and finances

For organisational development at national level

- To establish working relationships with relevant partner agencies at national level, including Scottish Government and COSLA

- To establish working relationships with the Scottish Commissioner for Children and Young People
- To represent the Scottish Alliance for Children's Rights in relevant national forum
- To establish affiliations with issue based networks relevant to the implementation of UNCRC
- To establish working relations with other UK alliances for children's rights
- To represent the Scottish Alliance for Children's Rights in relevant international networks

For organisational development at local level

- To establish a network of relevant professional contacts in Scotland for the Scottish Alliance for Children's Rights
- To develop and increase the membership of SACR in terms of NGOs and the public sector
- To develop and support local networks on a pilot basis to promote the work of the Scottish Alliance for Children's Rights
- To identify and progress future funding opportunities for the Scottish Alliance for Children's Rights to develop a national network of local networks
- To inform, advise and report to the Board on all aspects of implementation of local network development

For resources

- To be responsible for any equipment/resources of the Scottish Alliance for Children's Rights
- To be responsible for the requisition of resources needed by staff managed

For people (staff, students, volunteers)

- Supervision of staff, students or volunteers as required

For Health and Safety

- To promote, monitor and maintain health safety and security in the working environment

SCOTTISH ALLIANCE FOR CHILDREN'S RIGHTS

PERSON SPECIFICATION

Job Title: National Development Officer

Location: Glasgow or Edinburgh

Requirement	Essential/Desirable
1 Education and Qualifications	
1.1 Educated to degree level or equivalent	E
2 Experience and Knowledge	
2.1 At least 2 years experience working in the children's sector	E
2.2 Knowledge of children's rights and the national and international framework for implementation	E
2.3 Knowledge and understanding of the key issues impacting on outcomes for children in Scotland	E
2.4 Knowledge and understanding of the voluntary sector for children in Scotland	E
2.5 Experience of managing staff	E
2.6 Experience of using IT systems and software packages	E
2.7 Experience of partnership working	E
3 Skills and Competencies	
3.1 Ability to achieve individual and organisational objectives through positive and motivational leadership.	E
3.2 Ability to identify potential new business possibilities, drafting plans for development through to fruition stage.	E
3.3 Excellent communication skills (written and oral)	E
3.4 Excellent interpersonal skills	E
3.5 Highly developed influencing skills	E

3.6 Sound project management skills	E
4 Circumstances 4.1 Ability to travel to a number of locations and to attend meetings out-with normal working hours which may sometimes require overnight stays	E

SCOTTISH ALLIANCE FOR CHILDREN'S RIGHTS

JOB PROFILE

JOB TITLE:	Administrator
GRADE	SCP 15 - 18
LOCATION:	Glasgow or Edinburgh
SUPERVISION:	National Development Officer

JOB PURPOSE

To be responsible to the National Development Officer for ensuring the efficient operation of the Scottish Alliance for Children's Rights, by providing all necessary financial and administrative functions and support.

For organisational administration:

- To provide an effective and efficient reception and telephone service.
- To manage the general office arrangements, including the opening and sorting of post, the purchase or lease and control of equipment, supplies and stationery
- To maintain up to date inventories of computer hardware and furniture and equipment.
- To maintain an efficient system for the booking/use of meeting rooms and arrangement and notification of meetings as appropriate

For financial administration:

- To assist the National Development Officer in the preparation of an annual budget to be presented to Board
- To assist the National Development Officer in the preparation of the monthly budget report of income and expenditure in accordance with the financial procedures of Scottish Alliance for Children's Rights
- To assist the National Development Officer in the preparation of finance reports in line with funding requirements and regulatory bodies
- To maintain the petty cash system, checking and coding transactions and preparing period end documentation and reconciliation

- To process invoices for authorisation and payment, checking for accuracy, allocating codes, and for recording/documentation. Also checks the goods received.
- To issue receipts for all income received
- To undertake administrative work involving the processing/payment of expenses for staff, volunteers and service users.
- To uses the financial tools available, and monitors the project budget on a regular basis ensuring up to date accurate financial information is available to the National Development Officer

For IT and Records Administration:

- To develop and maintain manual and computerised record systems and filing systems
- To ensures the proficient use of a range of software packages, databases and IT tools to assist in the management of the Scottish Alliance for Children's Rights resource information
- To ensure the daily, weekly and monthly routines in backing up the organisations electronic filing system on the file server
- To maintain and update the Scottish Alliance for Children's Rights website

For support and provision of secretarial services:

- To assists the National Development Officer in the dissemination of information to network contacts
- To arrange, attend and minute Board meetings and distribute minutes in a timely manner.
- To develop and maintain effective work planning systems, procedures and bring forward systems for the organisation, as required by the National Development Officer.
- To maintain an effective and efficient secretarial service, including the preparation of letters, memoranda and E-mails as required, on any subject related to the work of the Scottish Children's Alliance for Children's Rights
- To arrange workshops, conferences and hires other premises on behalf of the Scottish Alliance for Children's Rights
- To design and produce in-house literature, publicity, newsletters, invitations, training packs and other material using Word, PowerPoint and other appropriate graphics software.

SCOTTISH ALLIANCE FOR CHILDREN'S RIGHTS

PERSON SPECIFICATION

Job Title: Administrator

Location: Glasgow or Edinburgh

Requirement	Essential/Desirable
1. Qualifications/Education/Knowledge	
Excellent keyboard skills	E
Educated to Standard Grade Level or equivalent:	
English (Pass Level)	E
Mathematics (Pass Level)	E
2. Experience	
At least 2 years general Office Experience	E
Worked in a Social Care/Public Sector Setting	D
Experience of Monitoring and Controlling Office Budgets (including Petty Cash)	E
Word Processing (Word, Excel, e-mail etc)	E
3. Abilities - both aptitudes and skills	
Ability to liaise with a wide range of agencies in a sensitive manner	E
Ability to edit written work	E
4. Personal qualities - characteristics, style, interests, attitudes	
A commitment to work of the Scottish Alliance for Children's Rights	E