

Together (Scottish Alliance for Children's Rights)

Strategic Plan 2015-18



Together (Scottish Alliance for Children's Rights) is an alliance of children's organisations that works to improve the awareness, understanding and implementation of the UN Convention on the Rights of the Child (UNCRC) in Scotland.

- Our vision** The rights of all children in Scotland are protected, respected and fulfilled, as enshrined in the UNCRC and other human rights conventions.
- Our mission** Together works with its membership, stakeholders and duty bearers to progress and achieve the realisation of children's rights in all areas of society.
- Our values**
- Children's rights:*** Children's rights and our commitment to uphold the rights enshrined in the UN Convention on the Rights of the Child and other international human rights treaties are at the heart of everything we do.
- Independence:*** We are an independent charity. We demonstrate our integrity and our leadership through what we do, working in partnership where this will ensure greater realisation of children's rights.
- Engagement:*** We involve, engage and consult our members in our work and reach out to wider stakeholders, including public bodies, elected officials and the public.
- Excellence:*** We aim for excellence and best quality, valuing transparency, accountability, participation and learning in all we do.
- Respect:*** We respect our people. We enable our staff and volunteers to realise their potential through support and investment.
- Our strategic aims** During the next three years (2015-18) Together will:
1. Ensure our members get value from Together and are able to be involved, consulted and influence our work to progress children's rights
 2. Progress the implementation of children's rights at a local and national level through the provision of support and expertise
 3. Provide robust monitoring of UNCRC implementation in Scotland
 4. Be recognised by our membership, decision-makers and the wider media as the informed voice that advocates for children's rights in Scotland
 5. Continue to be an effective organisation which supports staff and volunteers and ensures quality and value for money

Background and history

Who are we?

Together (Scottish Alliance for Children's Rights) is an alliance of children's organisations that works to improve the awareness, understanding and implementation of the UN Convention on the Rights of the Child (UNCRC) in Scotland.

History

Together was set up in 1996 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. From 2007 to 2009, the main activity of Together was driven by the reporting process to the UN Monitoring Committee for the implementation of the UNCRC. This included submitting a report to the UN Committee in March 2008 and presenting oral evidence to the UN Committee in June 2008. From August 2009, funding from the Scottish Government Children's Rights Team enabled Together to employ a National Development Officer and part-time Administrator to take forward the aims of the charity. Coupled with funding from the Early Intervention Fund in 2013, Together now has a full time Director and Policy and Communications Officer, a part-time Administrator and a membership base of over 260 organisations and individuals with an interest in children's rights.

Achievements

- **Holding the Scottish Government to account in its implementation of the UNCRC** through the publication of five annual State of Children's Rights reports. The reports provide a non-governmental perspective of the state of children's rights in Scotland. The recommendations provide a focus for discussion with the Scottish Government through the Scottish Children's Rights Implementation Monitoring (SCRIM) group and inform Together responses to consultations and government and non-government working groups.
- **Highlighting children's rights issues at an international level** by successfully bringing recommendations to the attention of the Human Rights Council through the Universal Periodic Review of the UK in May 2012 which have gone on to be accepted by the UK and Scottish Governments.
- Playing a major role in **strengthening the children's rights provisions** as the **Children and Young People (Scotland) Act** passed through the Scottish Parliament. This included providing a number of briefings to members and MSPs, giving oral evidence to the Education and Culture Committee as part of the stage one scrutiny and working with MSPs to support the submission of child-rights focussed amendments. Together is now providing specific expertise to working groups developing guidance for the Act to ensure it is underpinned by child rights principles.
- **Providing a lead on children's rights in various forums and steering groups**, including the justice and international obligations Action Groups working to progress Scotland's National Action Plan on Human Rights; supporting the Children are Unbeatable! Alliance; providing expert input to for Scotland's Disabled Children (fSDC) coordination group and a Richer Understanding of Article 31 and giving a Scotland perspective to the steering group of the Rights of the Child UK coalition.
- **Raising awareness and understanding of children's rights across Scotland** through Together's regional seminars. These have been attended by over 550 professionals working with children to date. They have enabled Together, to raise awareness of the UNCRC at a local level and monitor its implementation across regions and sectors, as well as providing a forum for exchange and debate on key rights issues.
- **Influencing Government and Parliamentary consultations** through the production of **child-rights focussed briefings** to MSPs, government officials and Together members. These have covered areas as diverse as mental health, young carers, human trafficking, additional support for learning legislation and the participation of children and young people in sporting activities and youth work.
- Provided high quality information to members through: a **fortnightly e-newsletter**, sent to over 1000 subscribers, which relays the latest news on children's rights across Scotland; a **Twitter** feed with over 490 followers; and a searchable online resource library through which research, training materials and the latest news on children's rights can be accessed, which is currently used by over 150 organisations every week.

External context

Scotland

Children and Young People (Scotland) Act 2014 The Children and Young People Act was passed in March 2014 and work is now progressing to develop guidance to accompany the Act. This provides opportunities for Together to work with others to progress the implementation of the UNCRC in Scotland. Together will play a key role in holding the Scottish Government to account to the commitments made during the passage of the Bill through Parliament, such as the routine use of Child Rights Impacts Assessments to inform Ministerial decision-making. Together sits on two working groups that are developing guidance for the Act: 'Child Rights Impact Assessment' and 'Children's Services Planning'. In addition, Together will provide support to the Scottish Government in its duty to raise awareness and understanding of the UNCRC. The child rights duties on Ministers and public bodies will need to be scrutinised thoroughly in their implementation.

Scottish Human Rights Action Plan In 2013, the Scottish Human Rights Commission launched a Human Rights Action Plan for Scotland which identifies gaps in human rights protection and provides a systematic way of addressing those gaps in order to assure the realisation of human rights in practice. Together sits on two working groups to take forward the Action Plan: 'Meeting Our International Obligations' and 'Justice and Safety' and is providing expert input as to how children's rights should be taken forward. The National Action Plan was reviewed in 2014 to coincide with the midterm review of the UK's UPR recommendations.

Independence referendum The independence referendum took place in September 2014. Young people aged 16 and 17 year-old had the right to vote for the first time and resulted in an unprecedented level of political engagement among children and young people. The debate and move to devolve further powers to the Scottish Parliament will have a significant influence on the work of Together and its members. It is clear that there will be significant debates and changes to the political environment in the coming months and years. Together is well placed to contribute to these debates to ensure that the Scottish Government is best placed to be able to secure and enhance children's human rights protections.

UK

Human Rights Act The Human Rights Act and the Scotland Act currently bring a means through which some of the human rights in the European Convention on Human Rights can be directly enforced through the Scottish legal system. There continues to be strong anti-human rights views expressed at Westminster with some political parties pledging to repeal the Human Rights Act. The Bill of Rights Commission report, published in 2013, recommended that further discussions on a Bill of Rights for the UK should not take place until after the independence referendum. There is concern amongst human rights organisations that a Bill of Rights could pose a threat to the existing human rights protections. Together will keep informed of developments and contribute with proactive or defensive activity through its 4-nations work and through the Rights of the Child UK coalition.

International

UNCRC reporting The next review of the UK's progress in implementing the UNCRC is likely to take place in early 2016. The UK Government submitted its report to the UN Committee on the Rights of the Child in Spring 2014. Together will work with coalitions across the 4-nations to produce a UK NGO alternative report to submit in July 2015. Together will collate a Scotland-specific report to inform the UK report, using evidence from the State of Children's Rights reports, alongside further consultations with children's organisations across Scotland.

UNCRC General Comments UNCRC General Comments reflect the Committee on the Rights of the Child's interpretation of the human rights provisions of thematic issues and include juvenile justice, the right to be heard and the rights of children with disabilities. The main purpose of a General Comment is to promote implementation of the UNCRC and assist governments in fulfilling their obligations. There are currently 18 General Comments to the UNCRC, including four new comments on the right of the child to have his or her best interests taken as a primary consideration, the right of the child to the enjoyment of the highest attainable standard of health, the impact of the business sector on children's rights and the right of the child to rest, leisure, play, recreational activities, cultural life and the arts. The General Comments should be used to inform a wide range of Scottish Government consultations to ensure that children's rights are being properly taken into account. Together will provide expert input to the Scottish Government where required and will ensure that members are informed about the content and implications of General Comments.

Universal Periodic Review (UPR) Together, alongside other children's NGOs, was successful in ensuring a number of children's rights recommendations were made in the 2012 UPR of the UK. The midterm review of the UPR took place in 2014. Together and its members will continue to work with the Scottish Government to implement the recommendations and hold government to account.

Our vision

The rights of all children in Scotland are protected, respected and fulfilled, as enshrined in the UNCRC and other human rights conventions.

Our mission

Together works with its membership, stakeholders and duty bearers to progress and achieve the realisation of children's rights in all areas of society.

Our values

Children's rights - Children's rights and our commitment to uphold the rights enshrined in the UN Convention on the Rights of the Child and other international human rights treaties are at the heart of everything we do.

Independence - We are an independent charity. We demonstrate our integrity and our leadership, working in partnership where that will ensure greater realisation of children's rights.

Engagement - We involve, engage with and consult our members and reach out to wider stakeholders, including public bodies, elected officials and the public.

Excellence - We aim for excellence and best quality, valuing transparency, accountability, participation and learning in all we do.

Respect - We respect our people. We enable our staff and volunteers to realise their potential through support and investment.

Over the next three years (2015-18) Together will:

1. Ensure our members are involved, consulted and influence our work to progress children's rights.
2. Progress the implementation of children's rights at a local and national level through the provision of support, expertise and robust scrutiny.
3. Be recognised by our membership and decision-makers as the informed voice that advocates for children's rights in Scotland.
4. Be recognised as an authoritative and respected voice and commentator on the state of children's rights in Scotland.
5. Continue to be an effective organisation which supports staff, interns and volunteers and ensures quality and value for money.

Our strategic aims

How we will achieve our aims

Strategic Aim	Objectives	Activities	Target audience
<i>Ensure our members are involved, consulted and influence our work to progress children's rights.</i>	<ul style="list-style-type: none"> • Increase awareness and understanding of UNCRC amongst members and help to build their capacity to implement the UNCRC; • Identify and create opportunities to promote members' experiences and innovative approaches of implementing the UNCRC through collaboration and partnership; • Continue to increase our membership base to make it representative of the children's sector across Scotland. 	<ul style="list-style-type: none"> • Host seminars across Scotland to: create opportunities for discussion and exchange between organisations and professionals; build capacity among Together members and non-members; gather and disseminate information on the implementation of the UNCRC across Scotland; • Identify gaps in membership coverage and ensure that these are addressed with new members recruited; • Actively seek to engage wider sectorial participation in Together's work with a particular focus on community planning structures and local government. • Provide leadership in creating opportunities for members and other professionals to meet and debate taking forward children's rights. Explore innovative approaches that use a mixture of face to face and online approaches 	<ul style="list-style-type: none"> • <i>Together membership</i> • <i>Non-governmental organisations and special interest groups (for example Child Policy Officers Network, for Scotland's Disabled Children, Scotland's Children's Sector Forum, Children are Unbeatable).</i> • <i>Wider service providers whose work impacts on children (for example, environment, housing, transport) and local authorities (including CoSLA, SOLACE, ADES).</i>
<i>Progress the implementation of children's rights at a local and national level through the provision of support, expertise and robust scrutiny.</i>	<ul style="list-style-type: none"> • Inform and influence the development of government legislation, policy and practice, with a particular focus on the implementation of the Children & Young People (Scotland) Act; • Promote key measures of UNCRC implementation at a local and national level through the use of child rights 	<ul style="list-style-type: none"> • Play a leading role in ensuring the Scotland's Children's Rights Implementation Monitoring (SCRIM) group promotes, monitors and assesses Scottish Government's progress in implementing the UNCRC and provides a means through which Together's members can hold government to account. 	<ul style="list-style-type: none"> • <i>Public bodies, including the Scottish and UK Government, local authorities, CoSLA, community planning partnership, health boards and Education Scotland</i> • <i>Scotland's Commissioner for Children and Young People and Scottish Human Rights Commission</i>

	<p>impact assessments, child rights budgeting and child rights indicators;</p> <ul style="list-style-type: none"> • Monitor and assess Scottish Government's progress in fully implementing the UNCRC across local authority areas, issues and sectors; • Promote greater awareness of good practice of the UNCRC beyond existing membership and engage with wider stakeholders including health and education sectors and community groups to create partnerships for strategic influence. • Respond to Committee calls for evidence, create briefings for debates and work with MSPs to develop appropriate child rights focussed amendments for Bills as they pass through the Parliamentary process. • Continue to develop Together's Parliamentary presence to raise awareness of children's rights among MSPs. 	<ul style="list-style-type: none"> • Provide expert input on the UNCRC to Scottish / UK Government consultations using research and experience from Together members and CRC General Comments; • Build capacity and expertise among Together's membership to underpin consultation responses and advocacy with a children's rights approach; • Ensure a strong children's rights focus is brought to developing guidance for the Children and Young People (Scotland) Act; • Ensure children's rights are central to Scotland's Human Rights Action Plan through contributions and input to working groups; 	<ul style="list-style-type: none"> • <i>MSPs, MPs and MEPs and elected members</i> • <i>Legal professionals</i>
<p><i>Be recognised by our membership and decision-makers as the informed voice that advocates for children's rights in Scotland.</i></p>	<ul style="list-style-type: none"> • Identify and tackle key obstacles/levers of change to improve implementation of the UNCRC; • Hold UK and Scottish Governments and other duty-bearers to account on their implementation of the UNCRC; • Highlight successes and areas to improve UNCRC implementation on an international level. 	<ul style="list-style-type: none"> • Gather information from children's organisations through seminars and an annual State of Children's Rights survey. Proactively focus desk research on key issues which have been identified as areas of significance; • Write and disseminate a broad-based annual State of Children's Rights report which draws on and analyses evidence provided by members and networks across themes and geographic area; 	<ul style="list-style-type: none"> • <i>UN Committee on the Rights of the Child, other UN and European Treaty Bodies, Human Rights Council</i> • <i>UK and Scottish Government</i>

		<ul style="list-style-type: none"> • Use learning from the State of Children's Rights report to inform reports to other human rights international conventions; • Produce a Scottish report to the UN Committee's review of the UK and work with 4-nations partners to combine a UK-wide report; • Use UPR process to ensure the continued accountability of the Scottish and UK Government to implement CRC Concluding Observations and UPR recommendations. 	
<i>Be recognised as an authoritative and respected voice and commentator on the state of children's rights in Scotland.</i>	<ul style="list-style-type: none"> • Develop and implement a communications strategy which enables the effective use of all media channels to communicate effectively internally and externally • Use all communication channels to highlight new developments and resources available to support practitioners within geographic, thematic and sectorial areas; 	<ul style="list-style-type: none"> • Produce fortnightly e-newsletter that provides the leading source of expertise and local, national and international developments in children's rights; • Develop, maintain and evaluate our website in terms of usage, visits and effectiveness; • Develop and implement a proactive and reactive media plan to promote the work of Together and children's rights issues to external stakeholders to influence attitudes and policy • Develop our use of social media, including Twitter and blogging platforms to engage with members and supporters on child rights' issues 	<ul style="list-style-type: none"> • <i>Together membership</i> • <i>Journalists and bloggers</i> • <i>Schools and universities</i> • <i>Wider public</i>
<i>Continue to be an effective organisation which supports staff, interns and volunteers</i>	<ul style="list-style-type: none"> • Identify and manage internal and external risk to ensure compliance with charity best practice and all relevant legal requirements; 	<ul style="list-style-type: none"> • Develop a monitoring and evaluation framework to underpin Together's Strategic Plan; 	<ul style="list-style-type: none"> • <i>Companies House, OSCR,</i> • <i>Scottish Government,</i> • <i>Together members, staff, interns</i>

<p><i>and ensures quality and value for money.</i></p>	<ul style="list-style-type: none"> • Underpin activities with robust and current evidence and ensure Together demonstrates the impact of its work across Scotland; • Ensure staff structure supports and complements Together's mission and staff, interns and volunteers feel valued and happy; • Meet Companies House and OSCR requirements; • Achieve ECOSOC status within 5 years, securing over 50% funding independent of government. 	<ul style="list-style-type: none"> • Plan annual Board training event and follow up on actions; • Develop and update policies and procedures; • Recruit and support paid internship and volunteer placements to add capacity to the Together staff team; • Work with Finance Subgroup to produce monthly management accounts; • Develop a broad funding strategy to identify, secure and diversify funding sources 	<ul style="list-style-type: none"> • <i>Funders</i>
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Organisational and internal governance

Operating values of Together

In addition to Together's underpinning values, we also follow key operating values. These are:

- **Representative:** Together's membership structure and eligibility criteria are clearly defined, enabling us to be transparent about who we represent.
- **Legitimate and credible:** Together is considered a legitimate and credible partner by all, including public institutions, because of our knowledge, reach to national and local organisations, and breadth of membership.
- **Independence:** Together's strategic direction and activities are determined by its Board of Trustees who are voted for by our members and are independent of funding sources. Whilst statutory funding is currently the principle source of income, this does not compromise Together's ability to be critical towards government policy and programmes.

Governance

Together's memorandum and articles underpin our work. These are complemented by Together's policies and procedures, which are published on Together's website. The Board of Trustees has overall decision-making authority and comprises of 10 members, appointed by the Together membership at the Annual General Meeting. Trustees are elected for a three-year term, after which they may be re-elected for a further three years. Within the Board of Trustees, a Chairperson, Vice-Chairperson and Honorary Treasurer are appointed by the Together membership through a vote at the AGM. Each officeholder is elected for a three-year term and is eligible for a second term of three years. The Board of Trustees meet every six-eight weeks. The Board delegates day to day authority to the Director who is responsible for overseeing the implementation of Together's strategic plan.

Working structures

Together has the following working structures:

- **Finance subgroup:** This comprises of the Treasurer, Chairperson and Director and meets prior to every meeting of the Board of Trustees. The role of the subgroup is to oversee and scrutinise the monthly management accounts and annual financial statements, before presenting them for approval to the Board of Trustees. The subgroup's role is also to revise and develop financial policies and procedures as appropriate.
- **Ad-hoc subgroups:** The Board of Trustees may set up ad-hoc subgroups to work on specific issues. These are established for a definite period of time and work towards delivering clear tangible outputs. Subgroups must contain a minimum of three Trustees and may include up to two co-opted Advisors. Subgroups are chaired by a Trustee, who is responsible for reporting to Together Board meetings. The Director will also be a member of each subgroup.

Membership structure

Membership is available to organisations and individuals with an interest in promoting the full implementation of the UNCRC across Scotland. Members must:

- Be based or working in Scotland;
- Sign up and commit to Together's vision, mission and values;
- Fulfil formal application procedures and be approved as a member through the Board of Trustees;
- Base their work on the principles enshrined in the UNCRC.

Membership types

- **Voting member** - Voting membership is open to local, national and international non-governmental organisations (NGOs) with an interest in improving the awareness, understanding and implementation of the UNCRC in Scotland. Voting is limited to one vote per organisation.
- **Non-voting member** - Non-voting membership is open to public bodies (including health, education and social work), academic and research institutions and individuals, with an interest in improving the awareness, understanding and implementation of the UNCRC in Scotland.

Membership process

Applications for membership are assessed by the Director and approved by the Board of Trustees at bi-monthly Board meetings. All new members for the previous year are announced at the Annual General Meeting (AGM). Members can resign from Together at any time by giving written notice to the Board of Trustees. Their withdrawal is notified to other members at the Together AGM. The Board of Trustees are able to exclude members if the need arises. Reasons for exclusion can include bringing Together in disrepute or lack of commitment to Together's mission, vision and values. Members can only be excluded after being given the opportunity to put forward a case for their defence to the Board of Trustees.

Membership disclaimer

Together members commit, upon application, to Together's vision, mission and values. Together strives to ensure that its members take forward Together's values and act in accordance with national and international legal standards. However, Together cannot be held responsible for the positions or actions of any of its members (or their employees). The views and opinions expressed by individual members do not necessarily represent those of Together unless officially endorsed.

Monitoring and evaluation

Together is part of a network of organisations which support the fulfilment of children's rights in Scotland. As such, all of its work is undertaken in partnership with other agencies. The work of SCCYP and the Scottish Human Rights Commission (SHRC) are particularly relevant and provide opportunities for joint engagement. The annual monitoring of implementation provides useful information regarding the progress (or otherwise) made against the UN Monitoring Committee Concluding Observations, 2008.

Together has developed a monitoring and evaluation framework for its work which is underpinned by its strategic aims:

1. Ensure our members are involved, consulted and influence our work to progress children's rights.
2. Progress the implementation of children's rights at a local and national level through the provision of support, expertise and robust scrutiny.
3. Be recognised by our membership and decision-makers as the informed voice that advocates for children's rights in Scotland.
4. Be recognised as an authoritative and respected voice and commentator on the state of children's rights in Scotland.
5. Continue to be an effective organisation which supports staff, interns and volunteers and ensures quality and value for money.

As part of the monitoring and evaluation framework, Together's Director produces a bi-monthly report for the Board which outlines progress against each aim according to the following monitoring framework. The Board assesses this report at bi-monthly Board Meetings. An annual progress report is produced each April and this informs the development and revision of the Strategic and Operational Plans.

Monitoring and evaluation framework

<u>Aim</u>	<u>Monitoring Method</u>	<u>Measure</u>	<u>Timescale</u>
1. <i>Ensure our members are involved, consulted and influence our work to progress children's rights.</i>	<ul style="list-style-type: none"> Member questionnaire Broadening of membership/participation in events 	<ul style="list-style-type: none"> Quantitative data Membership matrix / event report 	<ul style="list-style-type: none"> Ongoing Ad-hoc
2. <i>Progress the implementation of children's rights at a local and national level through the provision of support, expertise and robust scrutiny.</i>	<ul style="list-style-type: none"> Event evaluations Follow up of SCRIM group actions Comparison of progress made between State of Children's Rights report 	<ul style="list-style-type: none"> Quantitative data Actions completed Evidence of improved good practice 	<ul style="list-style-type: none"> Ad-hoc Six-monthly Annually (Nov)
3. <i>Be recognised as an authoritative and respected voice and commentator on the state of children's rights in Scotland.</i>	<ul style="list-style-type: none"> Findings of State of Children's Rights report Advocacy matrix Monitoring of proactive approaches for expertise 	<ul style="list-style-type: none"> Evidence of improved good practice Ongoing monitoring Number of requests for expertise and information from key decision-makers (e.g. MSPs, government, media etc.) 	<ul style="list-style-type: none"> Annually (Nov) Ongoing
4. <i>Be recognised by our membership and decision-makers as the informed voice that advocates for children's rights in Scotland</i>	<ul style="list-style-type: none"> Annual e-newsletter survey Feedback from website Website analytics Media monitoring 	<ul style="list-style-type: none"> Quantitative data Anecdotal data Increased number of hits/users/time spent on website Number of requests for media comment/coverage 	<ul style="list-style-type: none"> Annually (Feb) Ad-hoc Monthly Ongoing
5. <i>Continue to be an effective organisation which supports staff, interns and volunteers and ensures quality and value for money</i>	<ul style="list-style-type: none"> Approval of annual report and financial statements Appropriate income secured Staff and intern annual survey Regular productive Board meetings Compliance with Memorandum and Articles Companies House / OSCR requirements met 	<ul style="list-style-type: none"> Accounts successfully examined and accepted by Companies House Evidence of income secured Evidence of staff/intern satisfaction Evidence of actions being completed Evidence of compliance Evidence of compliance 	<ul style="list-style-type: none"> Annually (Sept) Ongoing (Apr) Annually Bi-monthly Ongoing Annually (Oct)

Resources

Office accommodation

Together moved offices in July 2014 and is based at Children in Scotland's new premises in Haymarket, Edinburgh. There is more capacity in the new office for Together to expand its use of volunteers and interns.

Staff

From August 2009, funding secured from the Scottish Government Children's Rights Team enabled Together to employ a Director and part-time Administrator. In 2013, Together secured funding from the Early Intervention Fund to employ a full time Policy and Communications Officer. This funding is in place until March 2016.

Interns

Over the past three years, Together has made increasing use of interns who have supported the development of the State of Children's Rights report, helped to organise member seminars and advocate through the Universal Periodic Review. Together will continue its use of interns to add capacity to its staff team to fulfil the workplan. In 2014, Together has been successful in securing funding from Adopt An Intern to employ a Membership and Communications intern for three months from September to December 2014. Together is committed to securing dedicated income for its internship programme to ensure that future opportunities are paid.

Volunteers

Together has recruited a qualified accountant to act as a Finance Volunteer, supporting the staff with the production of the monthly management accounts, training staff and volunteers on the use of Together's financial systems and advising the Finance subgroup as requested. Together also has an Administrative Volunteer who works one day a week and a Volunteer IT advisor who works on an ad-hoc basis. Together is committed to recruiting and training volunteers as needed in line with its volunteering policy.

Board of Trustees

Together is led by a Board of Trustees who are responsible for leading the strategic direction of the charity. The Board comprises of 10 Trustees who are elected from within Together's membership. The Trustees have a range of expertise including children's policy, children's services, human rights and research. The Trustees hold regular Board meetings every six to eight weeks and monitor the strategic direction and financial situation of the charity closely. The Board of Trustees are ultimately responsible for overseeing the delivery of the Strategic Plan.

Date Range: April 1, 2015 - March 31, 2016

	Unrestricted	SG	EIF	Total	
Income					
10010 - Membership					
10017 - Membership Organisation (voting)	3,000			3,000	<i>Increase in membership fees generated</i>
10013 - Membership (Individual)	1,200			1,200	
Total Membership	4,200			4,200	<i>Unrestricted membership to be added to reserves to ensure 3 months running costs</i>
10030 - Scottish Government Core funding		82,164		81,964	<i>Increase in SG core grant needed after 3 year freeze and increase activity</i>
10035 - Early Intervention Fund			31,460	31,460	<i>Secured</i>
10036 - Adopt an Intern	2,084			2,084	
10040 - Other income					<i>Further project income to be secured</i>
Total Non-Membership Income	2,084	81,964	31,460	115,508	
Total Income	6,284	81,964	31,460	119,708	

Expenditure

20011 - Printed Materials	4,000		4,000	Report to the UN Committee for distribution in Scotland (in place of 2015 State of Children's Rights report)
20022 - Website and e-newsletter	2,090	1,000	3,090	
Total Marketing and Promotion	6,090	1,000	7,090	
20031 - Postage and Delivery	200		200	
20032 - Furniture & Equipment	250		250	
20033 - Stationery	650		650	
20035 - Rent	4,606	486	5,092	Rosebery House rent
20036 - Repairs	200		200	
20037 - IT contract	100		100	Office 365 contract
Total Office Costs	6,006	486	6,492	
20041 - Accountancy	40		40	
20042 - Bookkeeping	1,440		1,440	In part replace of Administrator role
20044 - Insurance	515		515	
Total Professional Fees	1,995		1,995	
20051 - Mobile Phone	500		500	
20052 - Telephone	1,000		1,000	
Total Telephones	1,500		1,500	
20061 - Subsistence	700		700	
20062 - Hotels and Accommodation	600		600	Increased to allow for UNCRC pre-sessional and reporting
20063 - Transportation	1,900	500	2,200	Increased to allow for UNCRC pre-sessional and reporting
Total Travel	3,200	500	3,500	
20071 - Room Hire	2,000	500	2,500	
20072 - Refreshments	1,000		1,000	
Total Events	3,000	500	3,500	
20081 - Salary	48,683	24,703	73,386	Revision of staff structure
20082 - Employers NIC	4,479	2,289	6,768	
20084 - Pension	2,921	1,482	4,403	
20085 - Intern	2,084		2,084	
Total Staff Costs	2,084	56,083	28,474	86,641
20091 - Payroll Costs	550		550	
20096 - Subscriptions	300		300	
20092 - Recruitment	600		200	Recruit to replace Administrator
20097 - Training	1,500	500	2,000	Reduced training budget
200XX - Volunteer travel and subsistence	540		540	
200XX - Conferences	600		600	
20098 - Bank charges	-			
Total Other Costs	4,090	500	4,190	
20101 - Board Travel	200		200	
Total Board Costs	200		200	
Total Expenditure	2,084	82,164	31,460	115,108