

The Highland Council

Agenda Item	5
Report No	HCW-02-25

Committee: Health, Social Care and Wellbeing

Date: 5 February 2025

Report Title: The Draft Promise Plan

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

1.1 This report details the development of Highland's first Promise Plan (2025-2028) (**Appendix 2**) which sets out Highland's commitment to achieve the aspirations of The Promise for care experienced children and families across the Highlands. The Promise Plan was commissioned by the Promise Board setting out Highland's commitments to achieve the transformational change of The Promise. The Promise Plan also achieves the statutory duties of strategic planning to produce a Corporate Parenting Plan setting out Highland's responsibilities and accountabilities in respect of all care experienced children and their families.

2. Recommendations

2.1 Members are asked to:

- i. to note and scrutinise the Draft Promise Plan;
- ii. to agree that an annual report of the progress of the Promise Plan be submitted to committee for scrutiny and assurance of Highland's progress in achieving the aspirations of the Promise.

3. Implications

3.1 **Resource** – The Plan will be implemented within existing resources.

3.2 **Legal** - The Highland Promise Plan (HPP) fulfils the statutory duties of the Children & Young People (Scotland) Act 2014, which defines corporate parenting as: '*The formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers.*' Under section 59 of the 2014 Act, corporate parents must **prepare, keep under review, and publish a Corporate Parenting Plan.**

3.3 **Risk** - None

3.4 **Health and Safety** - None

3.5 **Gaelic - None**

4. **Impacts**

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children’s Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 **Integrated Impact Assessment - Summary**

4.3.1 An Integrated Impact Assessment screening has been undertaken on 17 January 2025. The conclusions have been subject to the relevant Manager Review and Approval. A Full Integrated Impact Assessment is not required.

4.3.2 The Screening process has concluded that: Members are asked to consider the summary in **Appendix 1** to support the decision-making process.

4.3.3

Impact Assessment Area	Conclusion of Screening/Full Assessment
Equality	<ul style="list-style-type: none">• Children and Young People – <i>Positive</i>• Children affected by disability – <i>Positive</i>• Older adults – <i>No impact</i>
Socio-economic	<i>Positive</i>
Human Rights	<i>Positive</i>
Children’s Rights and Well-being	<i>Positive</i>
Island and Mainland Rural	<i>Positive</i>
Climate Change	<i>No impact</i>
Data Rights	<i>No impact</i>

5. **Introduction**

5.1 The Highland Promise Plan (2025-2028) was commissioned by the Promise Board, which is a broad multi-agency partnership of corporate parenting leaders that evolved in 2023-2024 from the previous Corporate Parenting Board after a period of learning and self-evaluation. The Promise is a ten-year plan (2020-2030) that demands transformation of the care system across Scotland so that the Promise is realised by 2030. Delivering the Promise requires whole system radical change, which necessitated the need for a step change from the previous Corporate Parenting Board to the development of the evolving Promise Board and Highland’s first Promise Plan.

- 5.2 The new draft Highland Promise Plan builds on work undertaken by the previous Corporate Parenting Board. To support the development of a new plan, and to allow for the necessary improvements following COVID, three events were held over 2022/23 with one specifically focusing on young people's asks of their corporate parents. These involved resetting, refreshing and collaboratively working with partners including care experienced young people. The Highland Charter for Care Experience Children, Young People and Adults was developed by the care experience community and forms part of the newly formed Promise Board Terms of Reference. In 2024, following The Promise Scotland publication of Plan 24-30, the Board met to reflect and focus on Highland's priorities to Keep the Promise.
- 5.3 The draft Promise Plan will also be presented to the Integrated Children's Services Board (ICSB) on the 28th of February. The ICSB consists of senior leadership across the partnership and is the key statutory partnership for Children's Services across Highland. Feedback from Committee and the ICSB will be incorporated into the final iteration of the Promise Plan.

6. Corporate Parenting

- 6.1 The draft Highland Promise Plan (HPP) fulfils the statutory duties of the Children & Young People (Scotland) Act 2014, which defines corporate parenting as:

'The formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers.'

- 6.2 Under section 59 of the 2014 Act, corporate parents must **prepare, keep under review, and publish a Corporate Parenting Plan**. This plan must set out how public bodies, as a partnership or single service, proposes to fulfil its corporate parenting responsibilities to all 'looked after' children and young people. The content of the plan must include information on how corporate parents will:
- Be alert to matters which might adversely affect wellbeing.
 - Assess the need for services and support.
 - Promote the interests of care experienced children and young people.
 - Provide and promote opportunities to participate in activities to support wellbeing.
 - Take action to help and improve corporate parenting responsibilities.
- 6.3 The Plan must consider the diversity of care experienced children and family's needs, including, for example: age and stage of development, gender, disability, cultural and linguistic backgrounds, and, importantly, the range of care 'placements' where children live and are looked after. Importantly for Highland, the geographical context e.g. urban and rural must also be considered. Corporate parents must also work in partnership, pulling joint duties of collaboration and planning together. Like most extended families, the corporate family consists of many parts – local authorities as a whole; health services, both universal and specialist; independent and 3rd sector; police, children's hearing system and all those broader parts of the system which support service delivery. These Are Our Bairns has a powerful lasting message for all corporate parents:

'Bringing up a child successfully depends very much on all family members playing their parts. It may be a particular point in a child's life, or it may be constant, but together all of those parts are a powerful force for good' (These Are Our Bairns: a guide for community planning partnerships on being a good corporate parent, 2008).

7. VOICE - Developing the Highland Promise Plan

- 7.1 The draft Highland Promise Plan (HPP) is built on the voices and experiences of care experienced children and young people through a broad range of engagement and participation activities across Highland. The VOICE of children and young people form a significant part of the development of the draft plan through the findings from Highland's Children & Young People Participation Strategy (over 800+ young people) and reviews of Highland's residential care (Your Voice Matters, 15 YP). The views, feedback, data and thematic analysis of all these collaborative activities have contributed to the production of the draft plan presented to committee.
- 7.2 Tending the Light was also influential in the development of the draft Promise Plan [The Tending the Light Festival: Putting young people at the centre on Care Day](#)
- 7.3 Young people chose the name of the Promise Board, thereby making clear their expectation that Highland will **Keep the Promise**. There is clarity in the draft Plan that we must focus relentlessly on building and delivering the five foundations of the Promise to achieve the aspirations of the Promise in Highland.

8. Delivery and Accountability

- 8.1 The Promise Board was clear that the HPP must seek to establish accountability through measurable outcomes. The Plan needs to be a live Plan that is tracked and monitored by the Promise Board to ensure Highland holds itself to challenge and account, mapping progress in achieving the transformation of the care system required across the Highlands. Consequently, there is a strong focus on delivery, led by three newly formed Delivery Groups – **Family, Care & Doing Data Differently**. Members will note there are five foundations of the Promise. The Promise Board reached the conclusion that the remaining three foundations - **People, Voice** and **Scaffolding** - are underpinned across the three Delivery Groups to ensure all five foundations are fundamental to each Delivery Group working together across the children's partnership.
- 8.2 The Promise Board and draft Plan are aligned to the Integrated Children's Services Plan (2024-2027) and report into the Integrated Children's Services senior leadership board. Members will recall the first Promise Self-Evaluation Report was presented to Committee on 29 August 2024 (link [here](#) - Item 7) with a commitment that an annual Promise Self-Evaluation Report would be provided to committee. Moving forward it is proposed that the annual report will provide evidence and feedback of the Highland Promise Plan, bringing together the strategic planning framework of scrutiny and accountability for care experienced children and families across Highland.

9. Review of Highland's Promise Plan

- 9.1 Part 9 (Corporate Parenting) of the Children & Young People Act 2014. The guidance states that the plan **must be kept under review to establish if the plan is being delivered and** it recommends that the process of reviewing, reporting on and updating the plan, with a new plan, takes place at least once every three years. The importance of putting in place systems to regularly collect and analyse data, with clear objectives for the duration of the Plan, on which performance will be measured, is emphasised in the guidance. The guidance also adds that this should involve enabling participation and seeking feedback from children and young people who are receiving services.

9.2 The Promise goes much further by placing Voice, Co-design and Lived Experience at the **heart** of planning and service delivery. The Promise also highlighted that while a large amount of data is gathered across Scotland, particularly by local authorities, this data does not tell you enough about the real lives and lived experiences behind the numbers. This is the specific challenge of the newly forming Doing Data Differently Delivery Group. The aim of this group is to ensure not only quantitative numerical data is gathered, e.g. as part of the SG Children Looked After Scotland (CLAS) return, but that in Highland we capture the stories, voices, and lived experiences to understand if the care community feel that the Promise is being kept in Highland. The Promise Board, facilitated by the Promise Programme Manager, have actively engaged with the Promise Scotland to support the work of Doing Data Differently as we move forward with this HPP and future planning cycles.

Designation: Assistant Chief Executive - People

Date: 21 January 2025

Authors: Margaret McIntyre, Head of Social Work (Children and Justice);
and Carrie McLaughlan, Programme Manager (The Promise)

Background Papers:

Appendices: Appendix 1 – Integrated Impact Assessment
Appendix 2 – Draft Highland Promise Plan (2025-2028)

The Highland Promise Plan 2025-2028

Appendix 1 Integrated Impact Screening Summary

The screening highlighted overall positive impacts as a result successful implementation of The Highland Promise Plan 2025-2028

Equality, Poverty and Human Rights

The screening specifically notes the potential for positive impact on children and young people and children's rights.

There will be positive impact on children and young people across Highland because of The Promise Plan 2025-2028. The Highland Promise Plan 2025-2028 is for all children and families to thrive which includes those with protect characteristics, facing poverty challenges and promotes upholding Human and Children's rights. There are no negative impacts identified through the successful delivery of the Highland Promise Plan 2025-2028.

There are no negative impacts identified through the successful delivery of The Highland Promise Plan 2025-2028.

Children's Rights

The screening specifically notes the positive impact on children's rights, The foundations of the Highland Promise Plan are rooted in The United Nations Rights of the Child. One of our key principles of the plan is to conduct to work that We will strive to uphold the United Nations Convention on the Rights of the Child (UNCRC). We are working in the best interests of the child (Article 3), Children having a standard of living that is good enough to meet their physical and social needs and support their development (Article 27), Children have a right to education (Article 28) All the children's rights identified are positively affect and upheld through the Highland Promise Plan 2025-2028.

Island and Rural

No Impact

Climate Change

No Impact



Highland Promise Plan 2025–2028

DRAFT



A photograph of children lying on a carpeted floor, surrounded by a large amount of colorful confetti. The children are smiling and looking towards the camera. One child in the foreground is wearing a white lace-trimmed dress and a colorful necklace. Another child in the background is wearing a pink dress. The confetti is in various colors including red, blue, green, yellow, and purple.

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Foreword

As Chair of the Highland Promise Board, I am delighted to introduce Highlands first Promise Plan (2025–28) setting out our commitment to **Keep the Promise** for all care experienced children and families across the Highlands. The Plan has been brought together through a significant process of collaboration and engagement with our care experienced community and across the broader partnership.

The Plan has a strong focus on the **Five Foundations** of the Promise with **Voice** being at the **heart** of our aspirations and ambitions for Highland’s children and families.

The Promise Oversight Report (2023) highlighted the importance of explicit leadership and drive across partnerships. In exploring the progress, the report details that **‘everyone has a responsibility to work together to create a positive childhood. This must not fall on one agency’**.

The Oversight Report also recognised the challenges in the delivery of public services, within a *‘fragile financial context’*, emphasising the importance **of ‘making the best use of existing resources by having a focus on outcomes’**. Our outcomes were shaped locally in our Highland Outcome **STAR** (as illustrated). We have strong **aspirations** for Highlands’ children, underpinned by culture and practice that is **anchored** in **Relationships, Rights and Restorative** approaches.

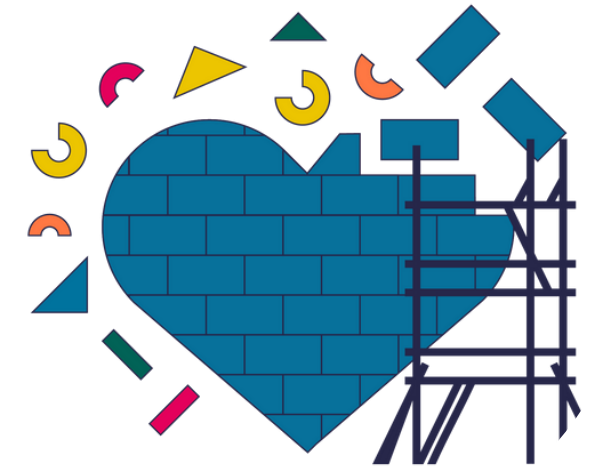
Like any good parent, we want children to enjoy school and do well there; we want them to be healthy and happy, secure and confident, and to have continuity of relationships with stability in their communities, living happy lives. At the heart of the Promise is a human care system built on Love demonstrated through all our collective positive actions. Corporate parents should have the same aspirations to give all children the same chances that any good parent would give their children; after all, Highland’s children are Highland’s future.

Our Highland Promise Plan is an important milestone signalling our Promise to all Highland’s care experienced children, young people and families. I wish to sincerely thank our care experienced community, our workforce and everyone across our partnership for their contributions and commitment ensuring that Highland does **#KeepthePromise**



Vision

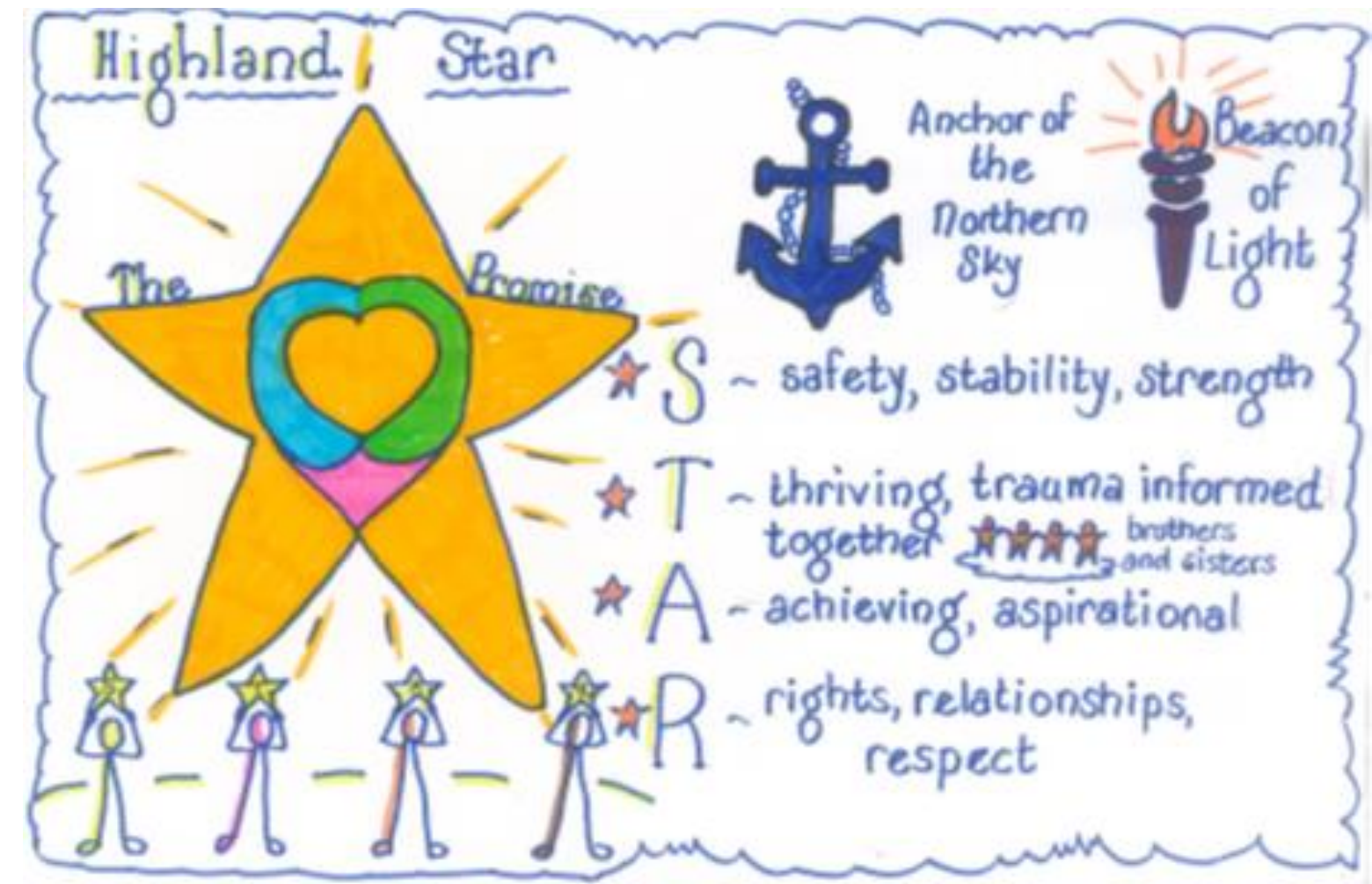
“Highland’s children and young people will grow up loved, safe and respected so they can reach their full potential”



In 2023 Highland’s Children’s Services (Health & Social Care People Cluster) developed its Families 1st strategy. The vision is simple and is underpinned by GIRFEC and The Promise: **to safely ensure that children and young people remain with their families within their Highland communities.**

The Highland Star anchors the vision of the Families 1st strategy and has a focus of protecting and upholding the rights of children and their families in Highland. The Promise is at the heart of the Highland star.

Aspirations for our Children and Families are embedded in the star as illustrated.



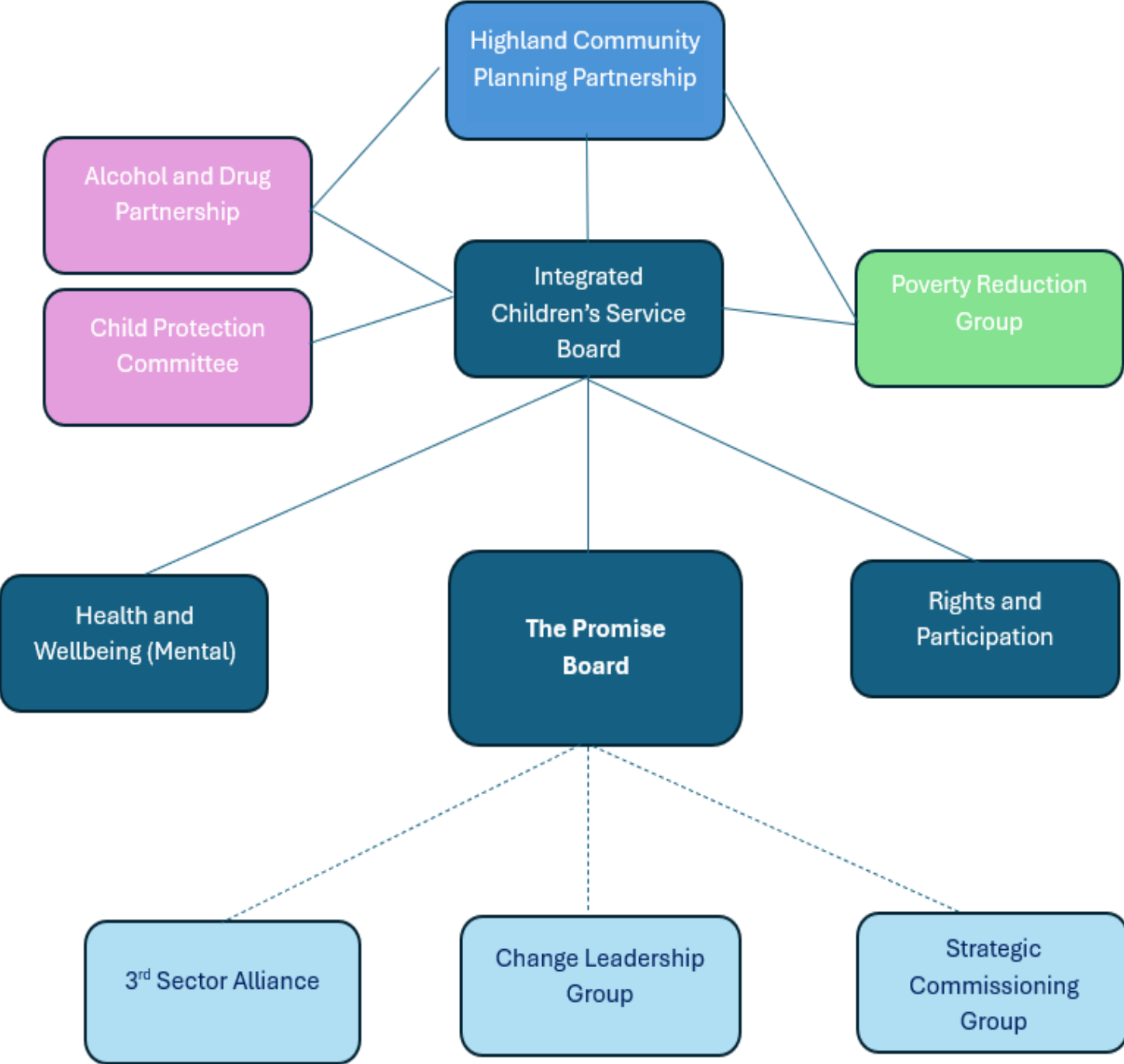
The 'Highland Star': designed with thanks by Caroline Brown

overview

Following a period of evaluation, aligning to the Promise, the Highland Corporate Parenting Board evolved into The Promise Board. Our Care Experienced community told us about the importance of language and decided that we should change the name, Corporate Parenting, to the Promise Board. This was also a very strong message of their expectations that Highland would **#KeepthePromise**.

The newly reformed Promise Board (June 2023) commits to upholding Highland’s corporate parenting responsibilities as set out in the Children and Young People (Scotland) Act 2014 part 9

The Promise Board has overseen a significant amount of work towards the Promise Plan 21-24. Please see full evaluation report of this work which was submitted to the Highland Council Health, Social Work and Wellbeing Committee [here](#).



Local and National Drivers

Highland’s commitment to ‘Keeping The Promise’ includes evidencing it actively listens to children about decisions that affect their lives aligning to national and local drivers;

[Highland Charter for Care Experienced Children, Young People and Adults](#)

Commitment to delivering The Promise by 2030
The Scottish Government published the Promise Implementation Plan – March 2022

United Nations Conventions on the Rights of the Child (UNCRC)
[Highland Integrated Children’s Service Plan – 2023-26](#)

National Trauma Transformational Programme

National Practice Model and GIRFEC

Whole Family Wellbeing Programme

Highland Joint Strategic Needs Assessment

Highland Joint Inspection Improvement plan

Keeping The Promise Highland

SPACE (Available learners): Scotland's ambition under The Promise is that all children and young people will grow up loved, safe and respected.

VOICE (Confident individuals): In Highland we use the Lundy model of child participation, based on four key concepts (Space, Voice, Audience and Influence).

AUDIENCE (Effective connections): Getting it right for every child is the Scottish Government's approach to supporting children and young people.

INFLUENCE (Effective connections): The Highland Child Protection & GIRFEC guidance incorporates the six principles of protection which supports us to keep the promise.

Our short video walks you through where The Promise fits with existing National Policy & legislation and ongoing work in Highland.

The UNCRC is an international human rights treaty that grants all children and young people a comprehensive set of rights. **12**

The Promise



The Highland Council holds a pivotal role as corporate parents in ensuring that children and young people in their care experience safety, stability, and opportunities to succeed. Corporate parenting means understanding and meeting the unique needs of looked-after children with the same care and attention as a loving parent would. For this reason, we must go beyond statutory duties to actively support young people in all aspects of life, from education and health to relationships and emotional wellbeing.

The purpose of this 3-year Corporate Parenting and Promise Plan is to outline a clear, actionable framework for embedding the values and principles of The Promise within Highland's policies, practices, and partnerships. By aligning with The Promise 24-30, this plan seeks to address systemic gaps, foster meaningful relationships, and uphold the commitment to listen to and act upon the voices of young people. The plan also seeks to establish accountability through measurable outcomes, ensuring that each step taken contributes to a transformative system where every child in care can realise their full potential.

Corporate Parenting duties



Be **alert** to matters which, or which might, adversely affect the wellbeing of looked after children and care leavers.



Assess the needs of those children and young people for services and support.



Promote the interests of those children and young people.



Seek to provide looked after children and care leavers with **opportunities** to participate in activities designed to promote their wellbeing.



Take action to help looked after children and care leavers **access** opportunities and make use of the services and access support they provide.



Take any other action you consider appropriate for the purpose of **improving** the way in which you exercise your functions in relation to looked after children and care leavers.



The Promise – 5 Foundations

The 5 Foundations: The Promise sets out a vision and blueprint for transformational change. At the heart of The Promise are 5 Foundations, which provide clarity of vision, a shared purpose, and a clear direction. These are:

Voice: Children must be meaningfully heard and listened to in all decisions about their care.

Family: Where children are safe in their families and feel loved, they must stay

Care: Where living with their family is not possible, children must stay with their brothers and sisters when safe to do so

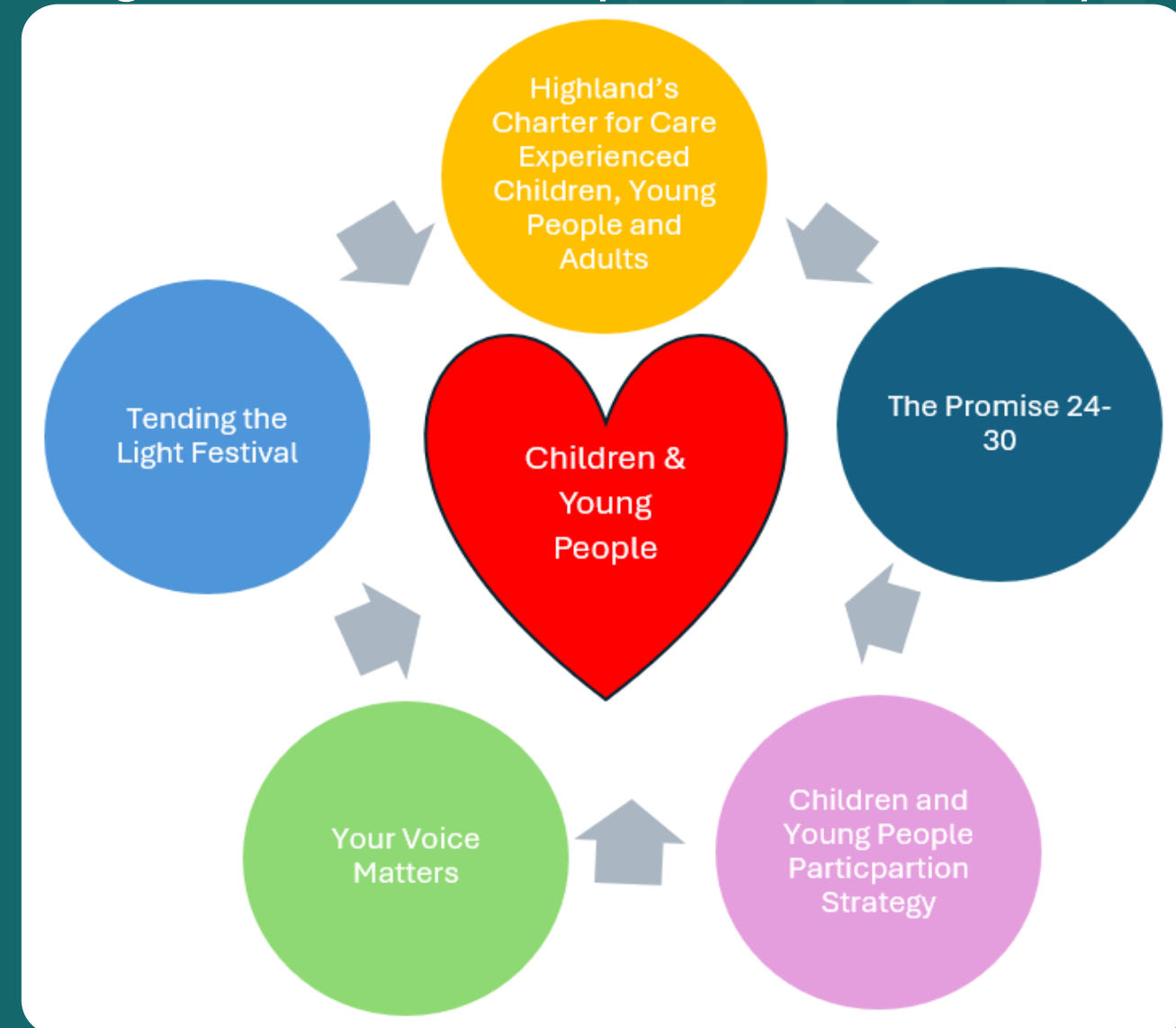
People: The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community.

Scaffolding: Children, families and the workforce must be supported by a system that is there when needed. The scaffolding of help, support and accountability must be ready and responsive when it is required



Voice – Children and Young People

The Voice of Children and Young People is are the heart of the Highland Promise plan and the implementation



Children and Young People's voice was heard through a variety of opportunities. Their Voice will continue to be heard and listened to throughout the implementation of this plan as committed to with in the VOICE Delivery Plan.

Our care experienced community, supported by Who Cares? Scotland, produced a video setting out their expectations of the Promise Board [find it here](#)

How did we get there - what do we know - What data did we use

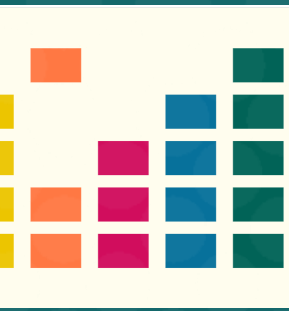
The Highland Promise plan has been developed on through activities and engagements with children, families and staff. We have also considered data sources which includes;

- Plan 24-30 Special Meeting*
- Keeping the Promise Highland Evaluation Report*
- Tending the Light Festival of Care*
- C&YP Participation Strategy input*
- Scottish Government 'Children Looked After' Highland Statistical return*
- "Your Voice Matters"*
- ICSB Joint Strategic Needs Assessment 2023*
- National Promise Plan 2024-2030*

We created themes and priorities which then developed into commitment statements - Data and information will remain an integral part of informing the Implementation of the Highland Promise Plan.

What the data tells us....

This data was measured over 5-years. Data is essential to ensure we understand not only the numbers but where our children and young people are living. Our Family 1st strategy has a vision to keep children safe in families



- **There is a strong trend in shifting the balance of care in Highland evidencing our Family 1st strategy is achieving positive impact:**
- **Total numbers in 'Looked After Children' down by 22%.**
- **A 35% decrease in residential care.**
- **A 9% decrease in foster care**
- **A 92% increase in kinship permanence care through Residence Orders.**
- **A 36% increase in kinship Looked After Children.**

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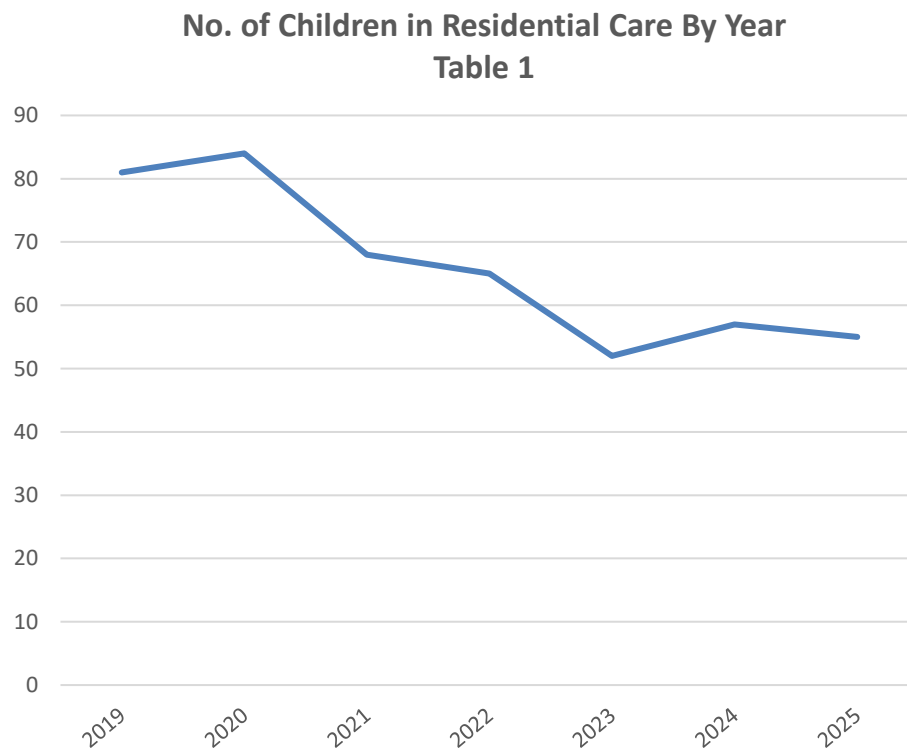


Table 1: in 2020 there was a total of 84 C&YP in all forms of residential care (HC, External & Out of Area OOA). In 2025 there are 55 - a 35% reduction. (Of this figure 16 are out OOA).

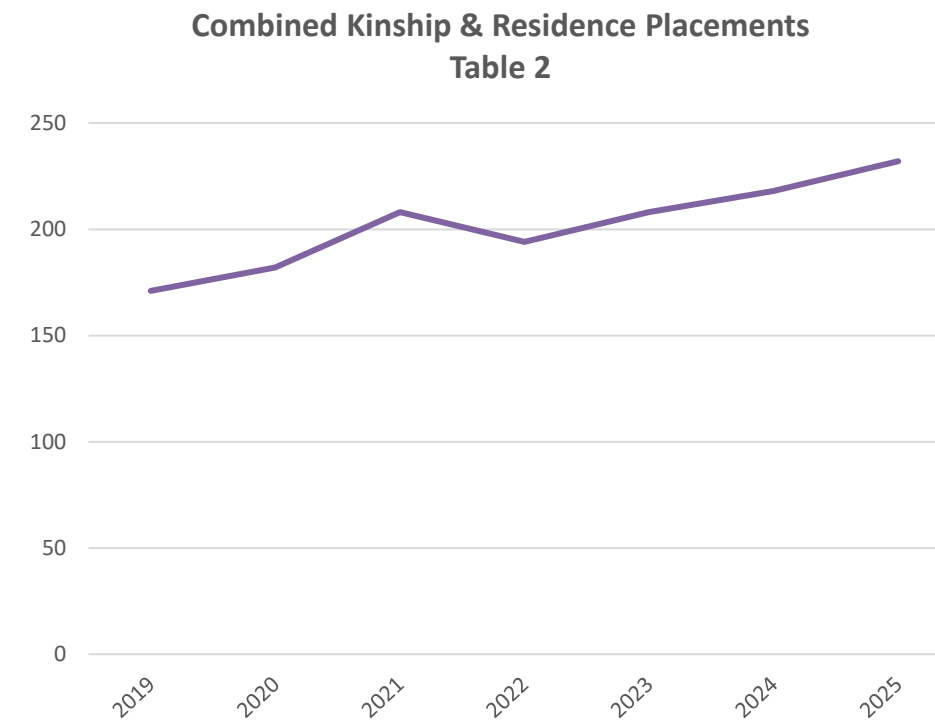


Table 2: in 2019 there were 171 C&YP in kinship care (combined LAC & Residence Orders). In 2025 there are 232, which is a 36% increase of children being placed with family. This upward trajectory has been sustained for 3 years - 2022 to 2025.



What the data tells us....

10% LOOKED AFTER CHILDREN HAVE 3 OR MORE PLACEMENTS IN 12 MONTHS

WORKFORCE SUPPORT IS NEEDED— TIME REFLECTION, TRAINING .

Families need access to information / support and connection

CARE EXPERIENCED YOU ARE PEOPLE BEING TREATED DIFFERENTLY

1 IN 5 CHILDREN ARE AFFECTED BY POVERTY

WHY CAN'T I TALK WHEN WE'RE IN THE CAR, WHEN I WANT TO

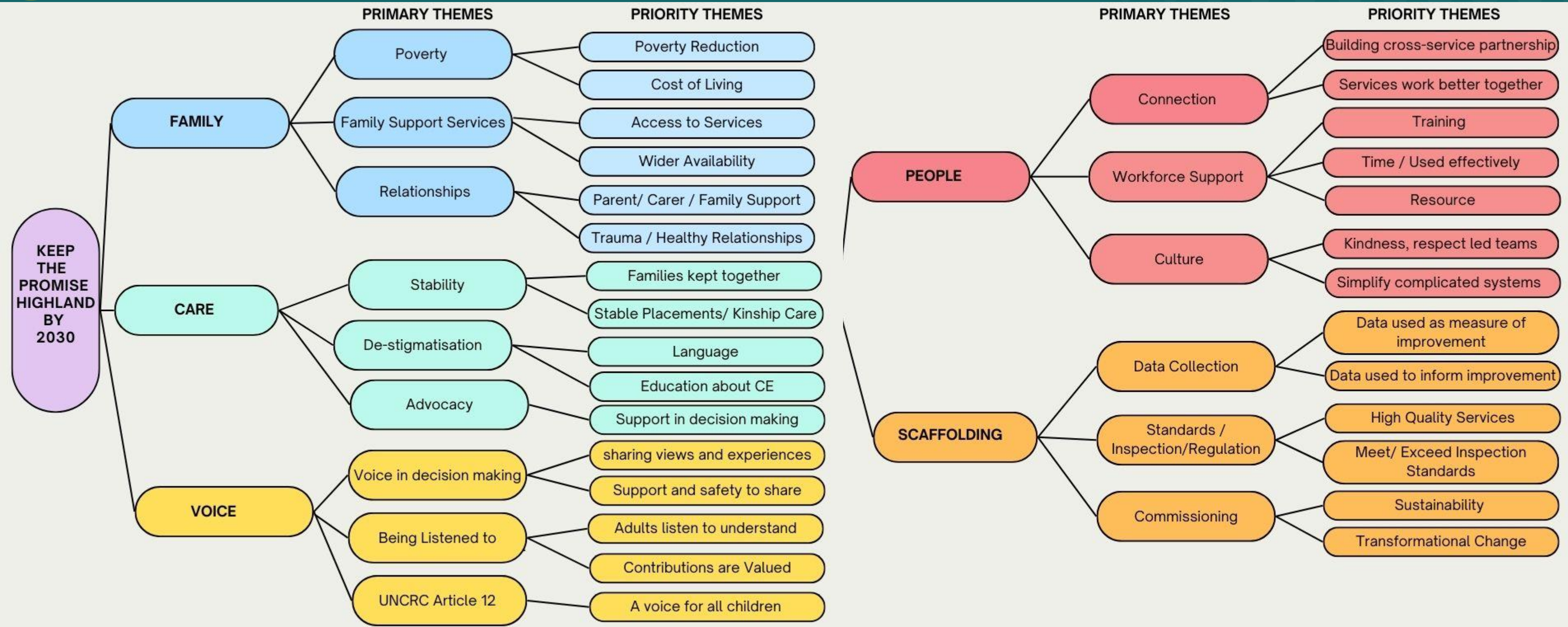
Understanding and responding to childhood adversity and trauma remains a public health priority.

SIMPLY COMPLICATED SYSTEMS

AROUND 2% OF CHILDREN UNDER 15 HAVE A CHILD PROTECTION PLAN AND 0.9% OF HIGHLANDS CHILDREN ARE CARE EXPERIENCED.

I WANT TO BE WITH MY SISTER NOT JUST WHEN IT CAN BE FITTED IN

Data priorities and themes



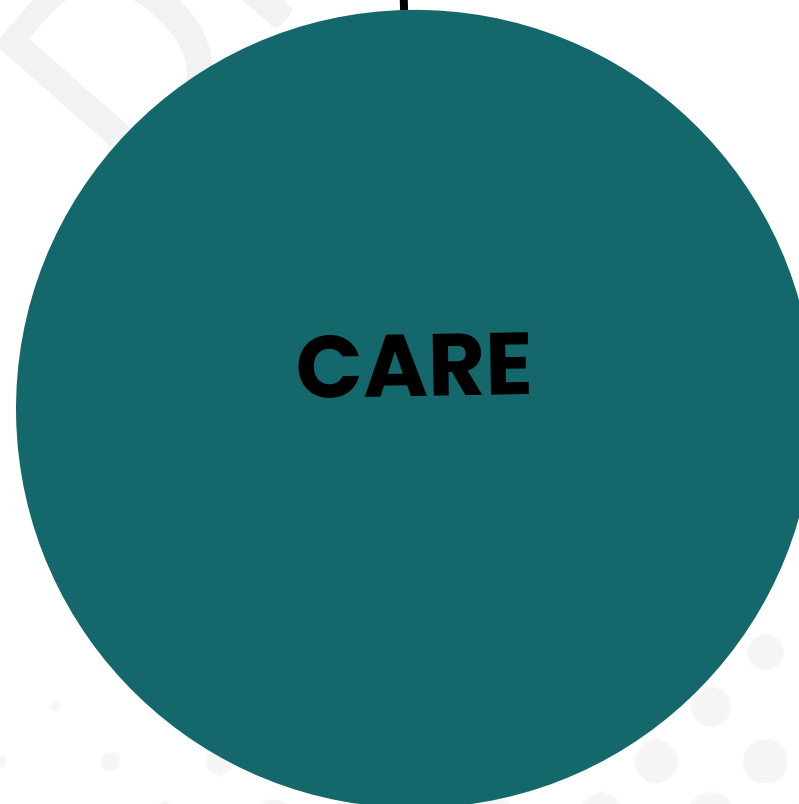
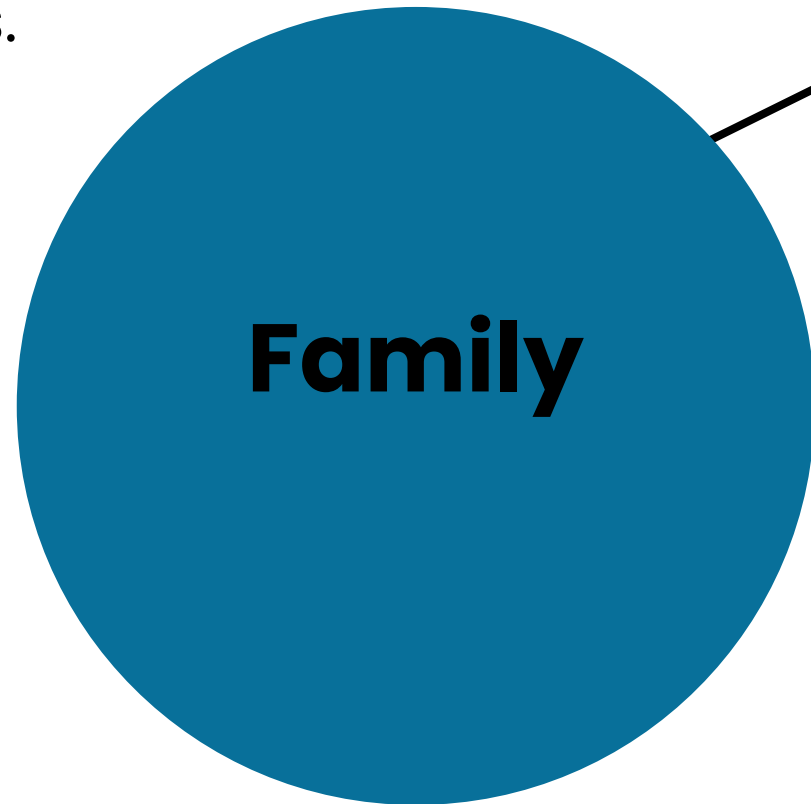
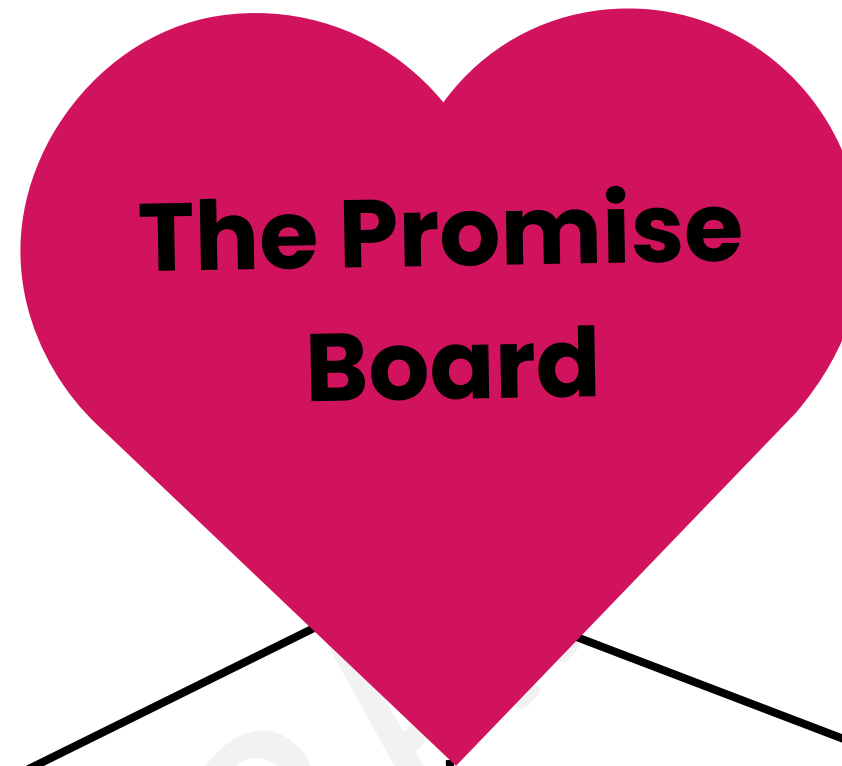
13 The data was categorised under the 5 Foundations and Primary themes, which allowed the high-level Priority themes to be identified. This was then used to develop each of the delivery plans.

The Promise Board and Delivery Groups



Family, Care and Doing Data Differently were identified delivery groups through a process of collaboration and mapping. These delivery groups have Voice, Scaffolding and People, Underpinning and interwoven through all the work of the 3 delivery groups.

Trauma informed, Whole Family Support and Rights based approaches are cross cutting themes across the board and its delivery groups.



Delivery Plans



The commitment statements and actions have been identified through themed data. The 5 Promise Foundations are the priority themes. The Delivery Plans will be clearly set out as follows:

Commitment – Statements setting out Improvement aims

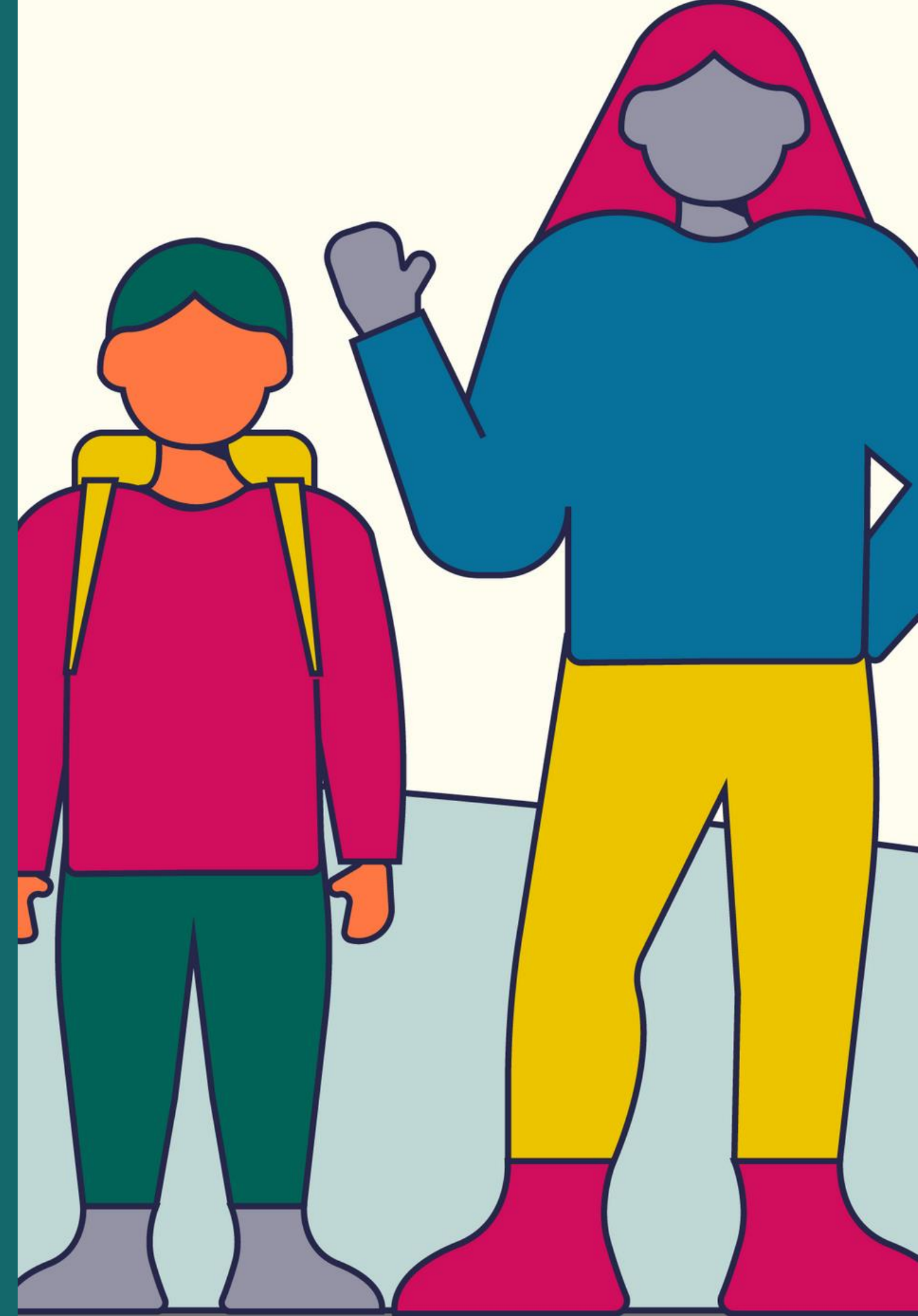
Actions – Details to deliver the commitment statement

Delivery Group – Delivery group/ groups leading on implementation

How will we know? – What is the outcome we will achieve to demonstrate success

The outcomes will be supported by the Data Delivery group aligning to The Promise Progress Framework

***Life course** – This plan aligns to the life course approach within the Integrated Children's Service Plan, each commitment is relevant to the whole life span. Getting Started, Growing up, Moving on and Whole Family. [Please find the Children's Service Plan here](#)



Priority Theme : Family

Families will have access to the right support, when they need it for as long as they need it

Commitment	Action	Delivery Group	How will we know
<p>Understand and listen to what families say they need to provide, develop and design services</p>	<p>Develop ways to understand Family needs when tailoring support</p> <p>Develop co-design practices with families to develop services that better meet their needs</p>	<p>Family</p>	<p>Families will receive support to best suit their needs which provides more focused interventions and positive outcomes</p>
<p>Use innovative ways to broaden access / availability / equity of services</p>	<p>Develop universally accessible early help and support in local communities</p> <p>Develop better awareness of available services and support for communities</p> <p>Identify potential test, learn and develop sites and scale up were successful</p>	<p>Family</p>	<p>Families will proactively seek and receive joined-up support that feels integrated at the point of need within their communities</p>
<p>Connect to wider poverty agenda to ensure support is available and reaches families</p>	<p>Better understanding of the impacts of poverty on families</p> <p>Better Connect to wider poverty agenda to ensure support reaches families</p>	<p>Family</p>	<p>More families are supported out of poverty, through joined-up multi-sectorial community-based support and are empowered to do so</p>
<p>Aligned to Whole Family Wellbeing and the Promise, realise the ambition of our local Family 1st Strategy to safely keep children and families together</p>	<p>Restorative practices will be an integral part of family support</p> <p>Embed and deliver Trauma Informed Services / approaches</p> <p>Principles of holistic whole family support and 10 principles of Intensive family support will be fundamental principles when supporting families</p>	<p>Family</p>	<p>Families are supported to foster and strengthen Relationships</p>

Priority Theme : Care

Highland's Children and Families experience of care will be supportive and positive

Commitment	Action	Delivery Group	How will we know
Embed destigmatising approaches, language & practice across services	<p>Embed Highland's Language Guide across services</p> <p>Support communities to better understand the care experienced community</p>	<p>Care</p> <p>Doing Data Differently</p>	<p>There will be non-stigmatising practices across Highland</p> <p>Care experienced community share their story without it defining them</p>
We will ensure children and young people grow up with stability	<p>Ensure, wherever possible children remain in Highland, with minimal moves to foster stability and belonging</p> <p>Provide support for Brothers and Sisters to stay together</p>	Care	<p>% of children placed out of Highland reduced from baseline</p> <p>% of Brother & Sisters staying together and reunited if separated increases</p>
Children will experience stable, loving and nurturing care.	<p>Residential care is a positive option in which young people experience high quality stable care, built on nurturing positive, 'loving' across a consistent care team.</p> <p>Develop stable loving and nurturing care teams.</p>	Care	<p>Feedback from Children and young people living in residential homes</p> <p>Registered services inspection will be graded very good or above</p>
Good planning is provided for children as they move through education and beyond	<p>Increase uptake of the Promise award with education staff</p> <p>Children experiencing care will be supported through transitions within, and when leaving education</p>	Care	<p>Number of education staff completing the Promise award</p> <p>Records of transition arrangements will show how we are meeting and supporting children and young peoples needs</p>

Priority Theme : Voice

Children, Young people will be supported to participate and listened to

Commitment	Action	Delivery Group	How will we know
<p>Children and Young People always have a Voice in decision making</p>	<p>Ensure Children and Young People’s voice meaning fully contributes to decisions</p> <p>Ensure support and safety is provided for Children and Young People to express their views with access to advocacy services</p>	<p>Promise Board Care Family</p>	<p>Evidence of Children and young people’s views will increase, documented and play an integral part of decision making</p>
<p>Children and Young people will be listened to throughout all areas of practice</p>	<p>Services will commit to amplifying voice, choice and participation</p> <p>Develop mechanisms to enable Children and Young People’s voice to be used to measure and inform improvement</p> <p>Ensure feedback loops are created to let children and young people their contributions are valued</p>	<p>Promise Board Care Family Doing Data Differently</p>	<p>Children and Young peoples voice will be embedded in practice and listened to, measure success and plan for improvements, We will achieve successful feedback loops</p>
<p>UNCRC Article 12 is upheld fully</p>	<p>Implement the C&YP Participation Strategy including;</p> <ul style="list-style-type: none"> - Ensure ALL children, young people, young adults from pre-birth to 26 have a voice - Provide space and time for C&YP to share views and experiences - Inclusive and accessible opportunities - Share existing opportunities for children and young people to access - Focus on areas relevant to Children and Young People - Provide / Access age-appropriate information and training 	<p>Promise Board Care Family</p>	<p>Article 12 will be upheld and become embedded in all areas of practice, children and young people will develop confidence in sharing views and experiences</p> <p>There will be in increase in Children and young peoples views across wider range of services</p>

Priority Theme : People – People across the workforce will have the support and skills they need to do their jobs, build relationships and make decisions based on listening and compassion

Commitment	Action	Delivery Group	How will we know
Workforce will be better connected to colleagues and partners	<p>Build opportunities to strengthen cross-service partnerships</p> <p>Reduce barriers to enable services to work better together</p>	The Promise Board Family Care	Partnerships will be strengthened, increased examples of effective collaborative working
Through listening to the voice of the workforce, we will provide the support needed to promote workforce wellbeing.	<p>We will ensure our workforce have supportive opportunities to learn and develop individually and as a team</p> <p>We will develop a Wellbeing Framework with our teams</p> <p>We will create the enabling conditions to ensure our workforce have time to build meaningful relationships with children & families</p>	The Promise Board Family Care	<p>Wellbeing Framework will be in place across teams</p> <p>Safe manageable caseloads</p> <p>Learning & Development Framework</p>
We will achieve a person-centered culture across services	<p>Embed Trauma Informed Practices</p> <p>Find new ways to simplify complicated systems of work and the understanding of the partnership landscape</p>	The Promise Board Family Care	The workforce will feel better empowered, supported and included with increased clarity and efficiency
Promise Awareness Raising	<p>Continue to raise awareness of The Promise across partnerships</p> <p>Develop and increase the role of Promise ambassador</p>	The Promise Board	<p>Strengthening of a united partnership approach to Keeping the promise</p> <p>The Promise is strengthened across services through the ambassador values identified through annual evaluation.</p>



Priority Theme : Scaffolding

Structures and systems are set up to be responsive to support needs across services

Commitment	Action	Delivery Group	How will we know
<p>Robust processes for collecting and using data will be developed to inform improvement work and as a measure of improvement</p>	<p>Sources of both numerical and experiential data will be identified or developed</p> <p>Methods of analysing and presenting data will be developed</p> <p>Establish ways to the share data across The Promise board and delivery groups for wider analysis and dissemination</p>	<p>Doing Data Differently</p>	<p>Increased access to a wide range of data which is used to measure progress and inform improvement work</p>
<p>We have high quality service where Inspection Regulations are met and surpassed</p>	<p>Develop self evaluation practices across registered services with a commitment to continuous improvement of services</p>	<p>Care Family Doing Data Differently</p>	<p>All residential services across Highland will be aiming for Very Good to Excellent in Care Inspectorate Quality of Care</p>
<p>We will develop and embed Transformational Commissioning as common practice</p>	<p>Build Sustainability into services through the commissioning process</p> <p>Create Whole System and collaborative approaches in service design</p>	<p>The Promise Board Care Family</p>	<p>Achieve resilient, high-quality services that consistently meet the needs of children and families, measured by feedback from families and services</p>
<p>Whole system approaches to supporting families through joint referral pathways</p>	<p>Establish cross – agency collaboration and communication to develop joint referrals</p> <p>Opportunities will be explored and developed to access shared digital platforms and information sources</p>	<p>The Promise Board Care Family</p>	<p>Joint referral pathways will be developed and used and measured by services</p>



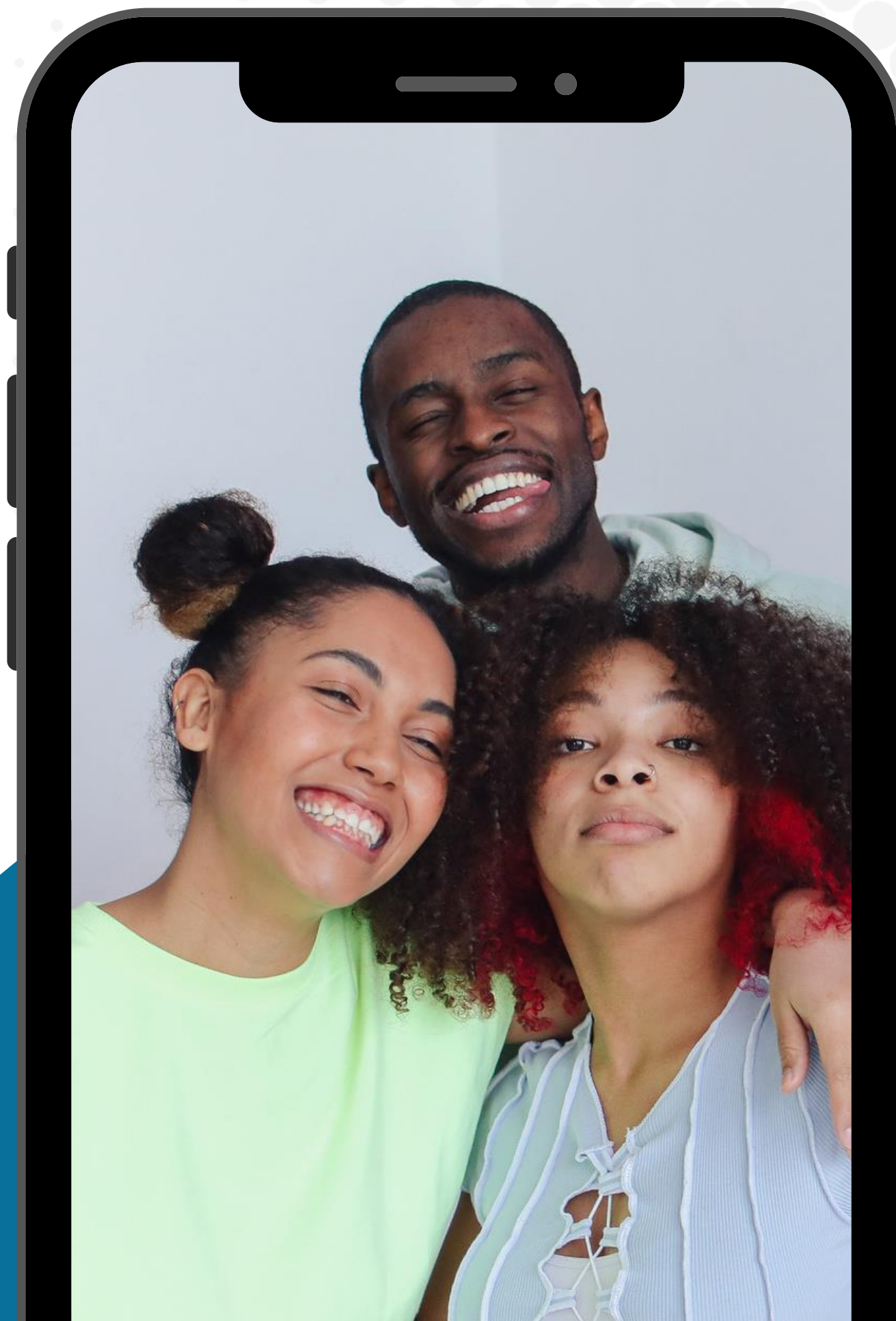
Implementation, monitoring and Evaluation

The plan will be implemented through the Care, Family and Doing Data Differently delivery groups. Action plans will be developed for each delivery group, monitored and evaluated, reporting back into The Promise Board.

The Promise Board will report progress to the Integrated Children's Service Board, The Highland Council Health and Social Care Wellbeing Committee and Scottish Government.

The Promise board will explore dynamic innovative feedback loops with children, young people and families in a way that is meaningful to them.

The Promise Board will produce an annual Promise Report (Corporate Parenting report) which will document the work has been done to Keep the Promise and ensure the partnership is fulfilling its duties and responsibilities as corporate parents.



Corporate Parenting Partners



HIGHLAND
THIRD
SECTOR
INTERFACE



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland



CHI



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd's nan Eilean



Reference Links

[The Promise 24–30](#)

[Children's Rights and Participation Strategy](#)