



Meeting: Board Meeting
Meeting date: 25th March 2024
Title: Corporate Parenting Update – Key Deliverables 2025
Responsible Executive/Non-Executive: Dr Tim Allison, Director of Public Health and Policy
Report Author: Debbie Stewart, Child Health Commissioner

Report Recommendation:

The Board is asked to:

- Take **Moderate** assurance from this report and
- **Note** the update for awareness.

1 Purpose

This is presented to the Board for:

- Awareness

This report relates to a:

- Government policy/directive/legislation

This report will align to the following NHS Scotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well	X	Thrive Well	X	Stay Well		Anchor Well	
Grow Well	X	Listen Well		Nurture Well		Plan Well	
Care Well	X	Live Well		Respond Well		Treat Well	
Journey Well		Age Well		End Well		Value Well	
Perform well	X	Progress well		All Well Themes			

2 Report summary

2.1 Situation

The NHS Highland Board has corporate parenting responsibilities as detailed in the [Statutory guidance on Part 9 \(Corporate Parenting\) of the Children and Young People \(Scotland\) Act 2014](#) as applied to infants, children and young people to the age of 26 years. Health inequalities, stigma and barriers to exercising rights impact disproportionately on children and young people with care experience. They have significantly poorer health outcomes in comparison to others. They are five times more likely to die prematurely, and are six times more likely to be hospitalised for stress related conditions. This paper is being brought to the meeting's attention to provide awareness of current and planned activity for 2025.

2.2 Background

Corporate parenting establishes a framework of duties and responsibilities for relevant public bodies that requires a systematic, proactive and determined approach to understanding and meeting the physical, emotional, spiritual, social and educational needs of infants, children and young people with care experience (Scottish Government, 2014). The policy and legislative landscape within which corporate parenting sits continues to evolve, and includes work to drive collective responsibility to deliver on [The Promise](#) and ensure compatibility with the [UNCRC \(Incorporation\) \(Scotland\) Act 2024](#). Collectively, the legislation and policy initiatives aim to ensure that all children, particularly those with care experience, grow up to reach their full potential in a Scotland where they are loved, safe and respected.

2.3 Assessment

Arrangements for corporate parenting differ across the two parts of NHS in light of the different governance arrangements and lead agency model in the Highland HSCP area. Oversight of corporate parenting is by the [Argyll and Bute Corporate Parenting Board](#) and [The Promise Board](#) in Highland. A single overarching corporate parenting plan is not practicable or reflective of local needs and priorities. Nonetheless, the HSCP's and NHS are striving to achieve the same outcomes through respective plans and activity. For a brief summary of current activity see appendix 1. A key deliverable in 2025 is for NHS to continue to be a proactive partner in the delivery of area based plans, whilst also updating the NHS Corporate Parenting Improvement Plan to ensure it aligns with the promise and children's rights by June 2025.

2.4 Proposed level of Assurance

Substantial	<input type="checkbox"/>	Moderate	<input checked="" type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

An updated NHS Improvement Plan aligned with The Promise and UNCRC needs to be completed and progress evidenced to ensure a higher level of assurance.

3 Impact Analysis

3.1 Quality/ Patient Care

Addressing the needs of children and young people with care experience will improve the quality of care and contribute to reducing health inequalities.

3.2 Workforce

Two areas of importance with respect to corporate parenting are ensuring that staff are aware of the needs and circumstances of care experienced children and young people and the development of opportunities for employing those who are care experienced.

3.3 Financial

There are no specific financial implications in this paper, albeit sufficient capacity to meet demand may have resourcing implications for the future.

3.4 Risk Assessment/Management

Risk assessment needs to be developed further following self-assessment of duties and responsibilities in line with NHS Highland processes.

3.5 Data Protection

No specific data protection implications.

3.6 Equality and Diversity, including health inequalities

Addressing the needs of children and young people with care experience, including employability needs, will help reduce health inequalities. Children's rights questions, including impact on children with care experience have been incorporated in to the Equality Impact Assessment (EQIA) template. Work is underway to develop an Integrated Impact Assessment.

3.7 Other impacts

There are no other specific impacts.

3.8 Communication, involvement, engagement and consultation

Meeting with Chair of Argyll & Bute Corporate Parenting Board – 24th Feb 2025

Ongoing meetings with the Highland Promise Programme Manager

Attendance at the Highland Promise Board – 3rd Feb 2025

Attendance at Argyll & Bute Children's Steering Group – 17th Feb 2025

Attendance at the Highland ICSPB– 28th Feb 2025

3.9 Route to the Meeting

The content has been collated through individual meetings and attendance at relevant meetings. Further governance arrangements will be confirmed for future reports.

4 List of appendices

The following appendices are included with this report:

Appendix 1 – Activity Examples – Summary

Appendix 2 – Highland Promise Plan

Appendix 1 – Activity Examples – Summary

Highland HSCP

Much of the progress on Corporate Parenting in Highland HSCP continues to be led by Highland Council with NHS representation on The Promise Board which reports to the Integrated Children's Service Partnership Board (ICSPB) and in turn the Community Planning Partnership. The Promise Board commissioned development of a co-designed Highland Promise Plan 2025-2028 (appendix 2). It is aligned to the Highland Care Experience Charter, the [Integrated Children's Service Plan 2023 - 2026](#) and sets out Highland's commitment as Corporate Parents. The Promise Plan has recently been presented to The Promise Board (03.02.25), the Health, Social Care and Wellbeing Committee (05.02.25) and has been approved by the ICSPB (28.02.25).

The Promise Plan sets out the Highland HSCP commitment to achieving transformational change and also meets the statutory duty to produce a Corporate Parenting Plan. The voices of children and young people with care experience provide the foundations from which the plan has been developed. This has occurred through a broad range of engagement and participation activities. The [Children and Young People's Participation Strategy](#) (2024) which NHS is a partner to, includes the voices of over eight hundred children and young people along with the voices of those involved in reviews of residential care.

The Promise Board will track progress of measureable outcomes through delivery groups focused on; Family, Care and Doing Data Differently. The first Promise self-evaluation was provided in August 2024, with a commitment to produce annual reports to evidence progress and revision of the plan every three years. As well as monitoring and reporting of numerical data, experiential data that reflects the stories, voices and lived experience of the care community will be essential to demonstrating that The Promise is being kept in Highland.

An extensive range of work has been progressed to raise awareness, support workforce development, facilitate participation in decision making and develop creative resources. There is now a Childs Rights and Participation Service in place that supports those with experience of care to be aware of and exercise their rights. The service has facilitated engagement events including Care Day 2025 to celebrate and connect the care experienced community across Highland. Promise Ambassador's, conversation cafés, multi-agency induction sessions, an interactive [Highland Language Guide](#) Better Meetings Practitioner Guide, [#KeepthePromise](#) section on the [Children's Rights and Participation Highland](#) website and a video produced by young people with care experience in collaboration with Who Cares Scotland on [What a corporate parent should be](#) for Promise Board members, have been developed.

Positive outcomes from the Families 1st Strategy that sets the vision for keeping children safe in families, demonstrates a strong trend in shifting the balance of care with a 22% reduction in the total numbers of 'looked after children' (appendix 2 page 11). A key deliverable for 2025 is to progress implementation of The Highland Promise Plan.

Argyll and Bute HSCP

Argyll and Bute HSCP has a proactive [Corporate Parenting Board](#) (CPB) that continues to be chaired by the Chief Executive of the Third Sector Interface with local representation from NHS. The CPB reports to the Children Strategic Group and in turn to the Community Planning Partnership. Until recently, the CPB was co-chaired by a person with care experience who has now secured employment in a role facilitating the participation of children and young people with care experience in local structures. It is the longer-term aim of the CPB for a person with lived experience of care to take on the role of chair.

The CPB recently held a self-evaluation away day and it was agreed that the current [Corporate Parenting Plan 2021 - 2024](#) will be extended for a further year. This will afford time to facilitate learning from other areas and develop a more integrated approach to Corporate Parenting, The Promise and the next iteration of the [Children and Young People's Service's Plan 2023 - 2026](#)

A lead for The Promise has been identified with plans to develop a practitioner oversight group with a clear focus on strengthening practitioner skills and knowledge to deliver on [The Promise Plan 24-30](#) The CPB has a plan tracker in place with links to an Argyll and Bute Council Power BI project, where data and information can be uploaded once and shared for a range of reporting purposes in the future. Trauma-informed training is progressing well with uptake beginning to extend to partners in Police Scotland. Local experience is that trauma-informed approaches have been transformative with a reduction in the risk of conflict due an enhanced focus on resolution.

The voice of children and young people with experience of care has not been as strong as it has in the past, albeit there are strong links with participation and engagement work being progressed through the UNCRC Group. Champions Groups have temporarily stalled due to workforce challenges, however a Participation Officer is now in post and groups will be restarted to provide an even stronger voice and direct link in to the CPB. An integrated impact assessment is being developed that will include children's rights and wellbeing impact assessment (CRWIA) questions. The voices of children and young people with experience of care have informed a revised Housing Allocations Policy with commitment to improve support to maintain tenancies and develop more innovative service models. A key deliverable for 2025 is to progress integrated planning for Corporate Parenting, The Promise and the Children's Service Plan from 2026.

NHS Highland

The NHS Highland [Together We Care](#) Strategy gives a commitment to working collaboratively to *#KeepthePromise* with work underway to update the current [Corporate Parenting Improvement Plan](#) by integrating The Promise, UNCRC as well as complimenting area based plans. Improvements that will be incorporated in to the updated plan from 2025 will include strengthening governance, raising awareness, improving data monitoring/analysis, demonstrating meaningful participation, progressing whole family support, contributing to Bairns Hoose development and embedding of trauma-informed practice.

The North Highland CAMHS Care Experienced Team is strongly aligned to the foundations of The Promise and the principles of relational and trauma responsive

practice. The Team work across care services and offer direct assessment and intervention to children and young people who are living in foster and residential placements, to adoptive families and to unaccompanied asylum seeking children. The Team also provide a range of consultation and reflective practice work with residential teams, along with consultation, assessment and formulation with foster carers and adoptive parents. Recently the Team collaborated with the Fostering and Adoption Social Work Team to offer early routine engagement with the carers of children moving to permanent foster and adoptive placements. The work aims to increase the stability of placements, improve access to services, contribute to multi-agency planning and decision making, and as a priority support the development of healthy relationships between caregivers and the children they care for.

Other examples include:

- Coverage of The Promise in UNCRC/children’s rights awareness sessions
- What staff can do to *#KeepthePromise* disseminated via the cascade
- Development of children’s rights section on the intranet site
- Inclusion of people with care experience in Employability Strategy
- Health inequalities impact on children with care experience in the DPH annual report
- Tracking of health assessments via the balanced score card
- Care experience included in the children’s rights questions in the EQIA
- Participation in the Promise Scotland NHS network to clarify health role

A key deliverable for 2025 is to update and drive implementation of the Corporate Parenting Improvement Plan to reflect health priorities in the Promise by June 2025.

Appendix 2 – Highland Promise Plan 2025-2028

With thanks to Carrie McLaughlin, Promise Programme Manager, Highland Council, Sadie Kevill, Partnership Officer, Integrated Children’s Service Partnership, Highland Council and Takki Sulamain, Chief Executive, Third Sector Interface, Argyll and Bute.



Highland Promise Plan 2025–2028



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd
na Gàidhealtachd

A photograph of children lying on a carpeted floor, surrounded by a large amount of colorful confetti. They are smiling and reaching out with their hands, some holding pieces of confetti. The scene is festive and joyful.

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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 children and families with of care 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 all of Highlands’ children, underpinned by culture and practice that is **anchored** in **Relationships, Rights and Restorative** approaches.

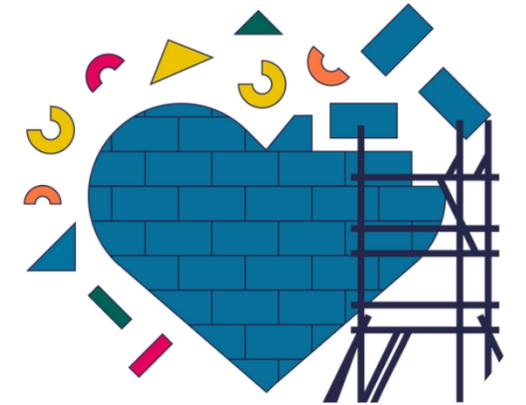
Like any good parent, we want our children to enjoy school and do well there; we want them to be healthy and happy, secure and confident, and to have continuity of relationships with stability in their communities, living happy lives. At the heart of the Promise is a human care system built on Love demonstrated 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

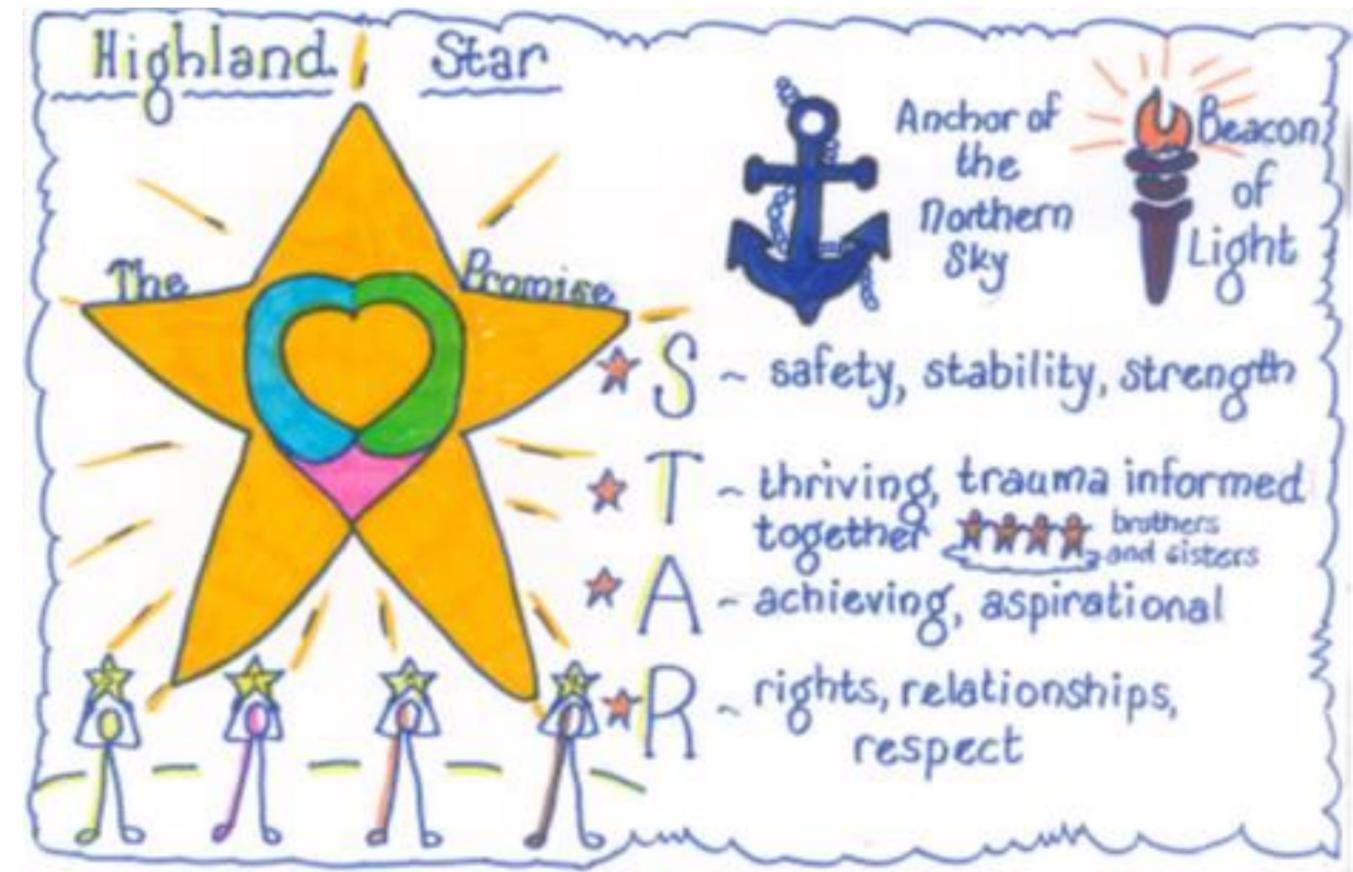
“Highland’s children and young people will grow up loved, safe and respected so they can reach their full potential”



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.



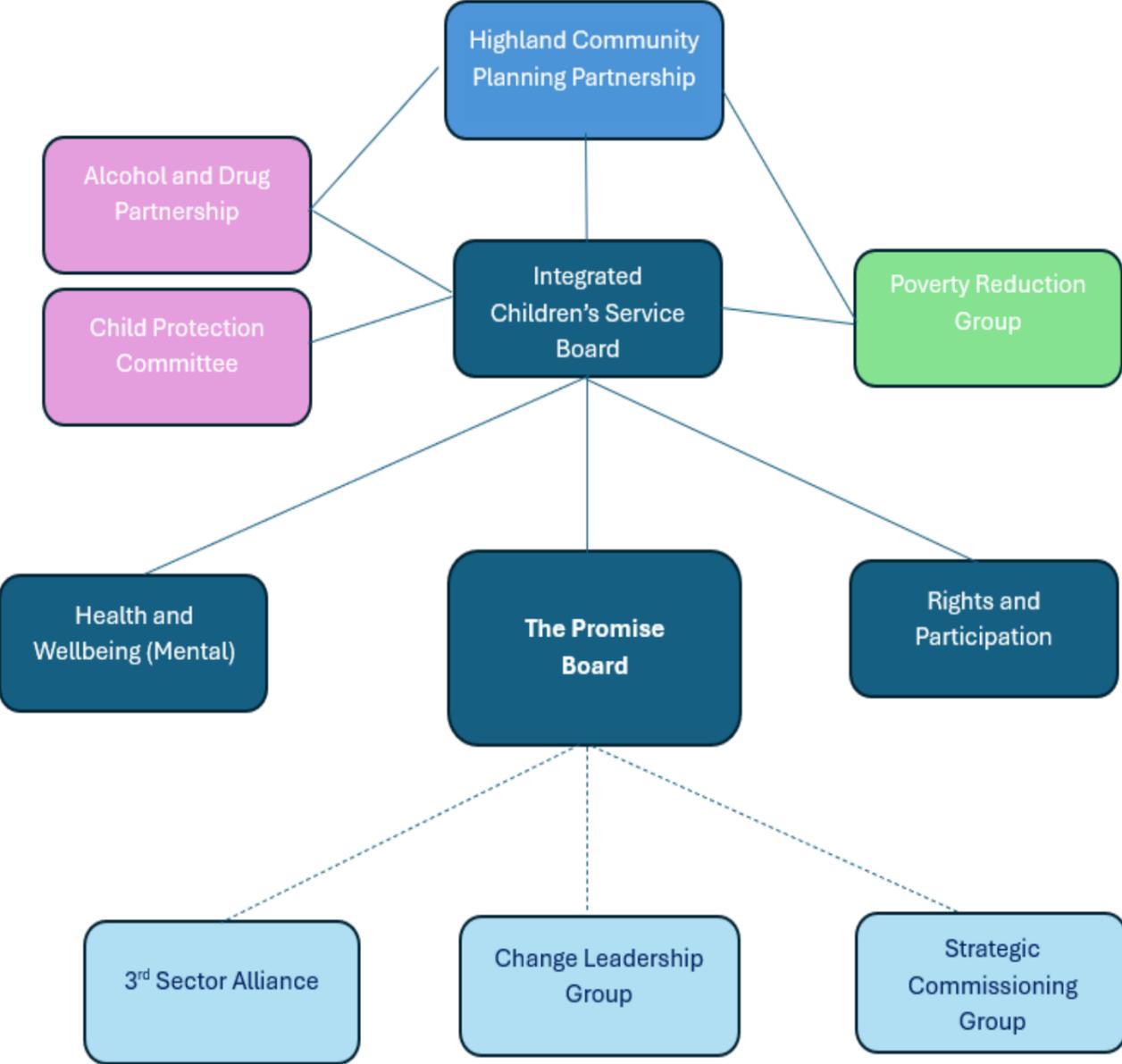
The 'Highland Star': designed with thanks by Caroline Brown

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 partners): 18, 4, 5, 28, 29, 4, 18, 29, 28, 3, 39, 24, 6, 11, 22, 19, 34, 33, 32, 35, 36, 37, 38, 3

VOICE (Confident individuals): 31, 4, 3, 8, 2, 12, 13, 14, 16, 17, 15, 40, 14, 12, 3, 26, 3

AUDIENCE (Effective connections): 18, 6, 18, 27, 23, 26, 3

INFLUENCE (Available partners): 18, 4, 5, 28, 29, 4, 18, 29, 28, 3, 39, 24, 6, 11, 22, 19, 34, 33, 32, 35, 36, 37, 38, 3

Scotland's ambition under The Promise is that all children and young people will grow up loved, safe and respected.

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

Getting it right for every child is the Scottish Government's approach to supporting children and young people.

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.

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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 needs of children with experience of care with the same care and attention as a loving parent would. For this reason, we are committed to going 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 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, to support children’s healthy development now and in the future 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

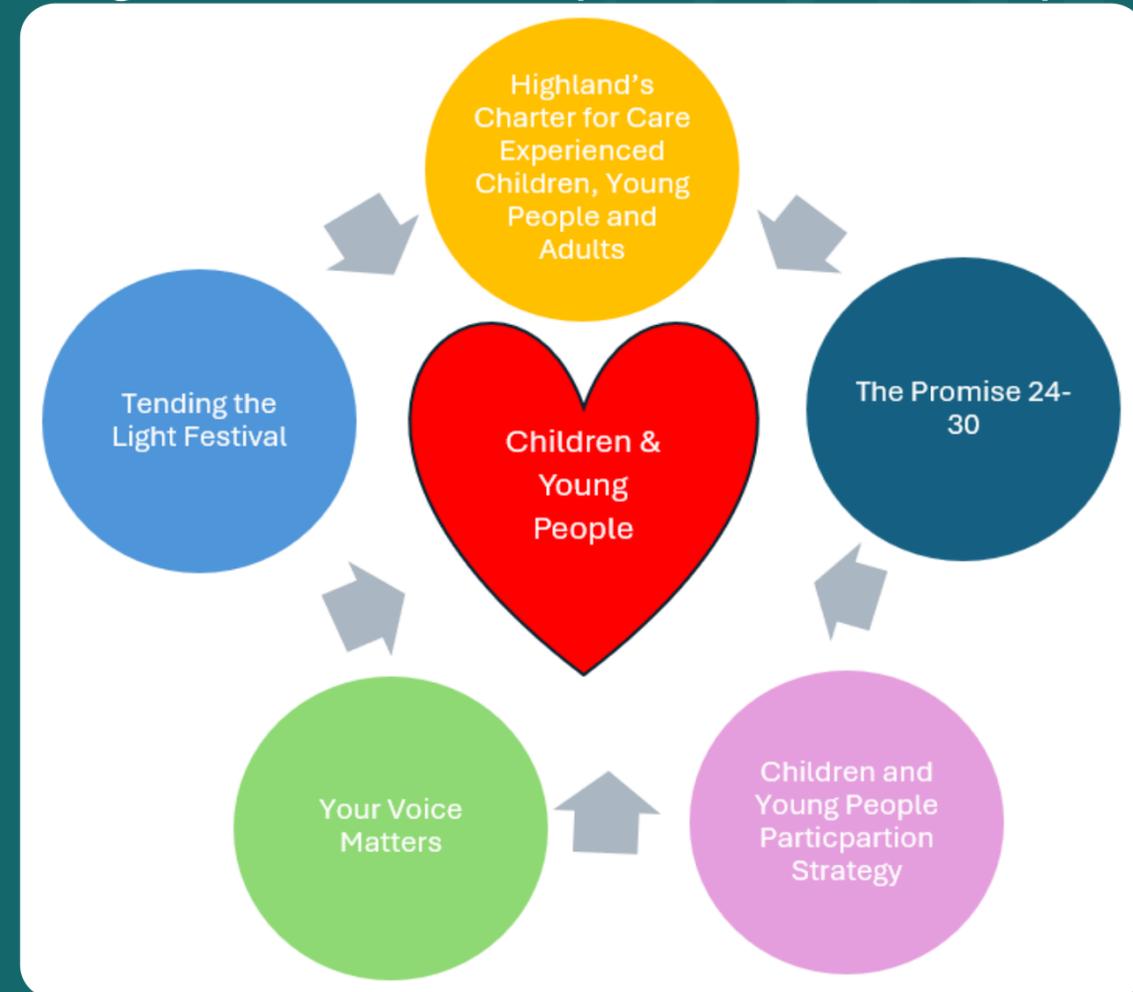
People: The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community.

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

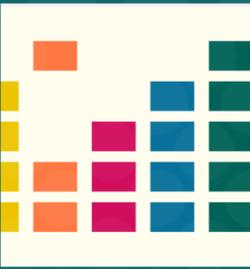
The Highland Promise plan has been developed on through activities and engagements with children, families and staff. We have also considered data sources which includes;

- 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 between 2019 and 2024. 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.**

No. of Children in Residential Care By Year
Table 1



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).

Combined Kinship & Residence Placements
Table 2

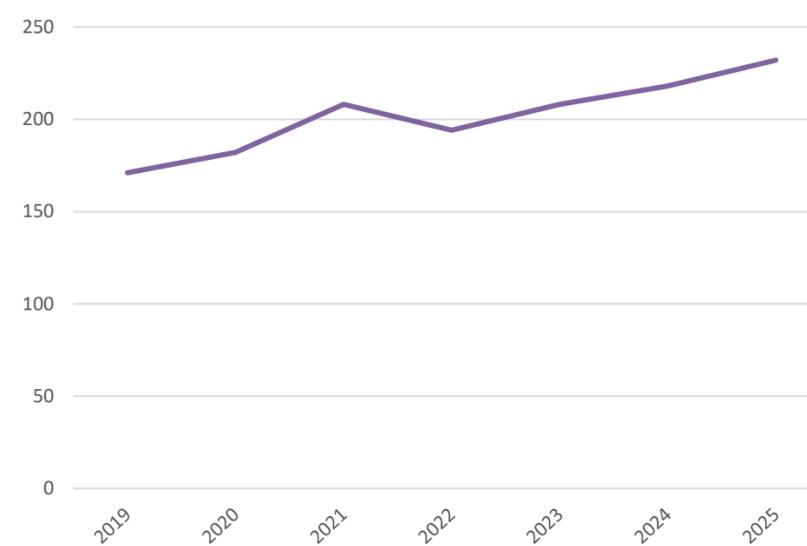


Table 2: in 2019 there were 171 C&YP in kinship care (combined LAC & Residence Orders). In 2025 there are 232, which is a 36% increase of children being placed with family. This upward trajectory has been sustained for 3 years - 2022 to 2025.



What we have learnt....

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 4 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.

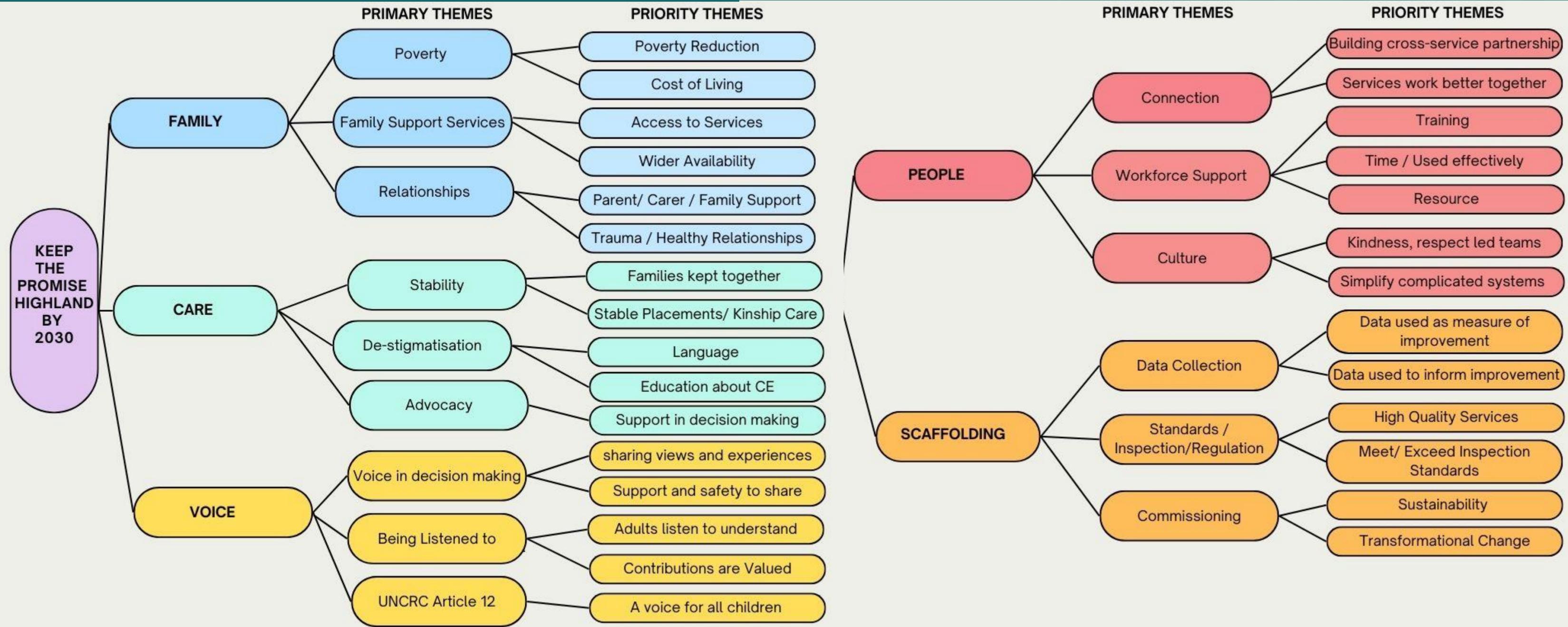
SIMPLIFY COMPLICATED SYSTEMS

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

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.

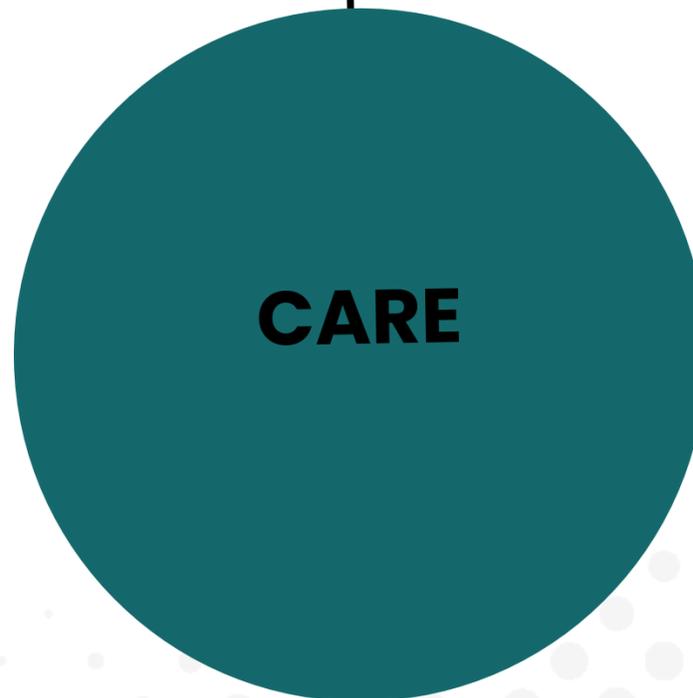
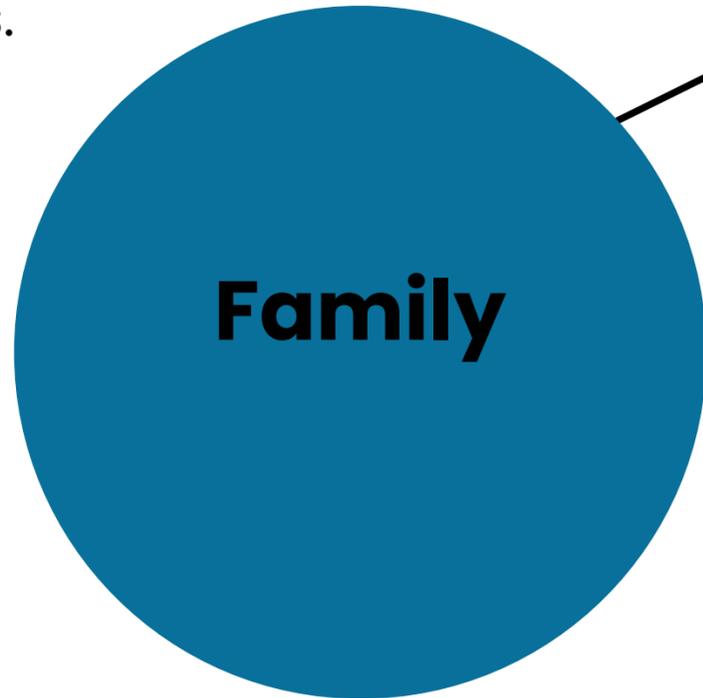
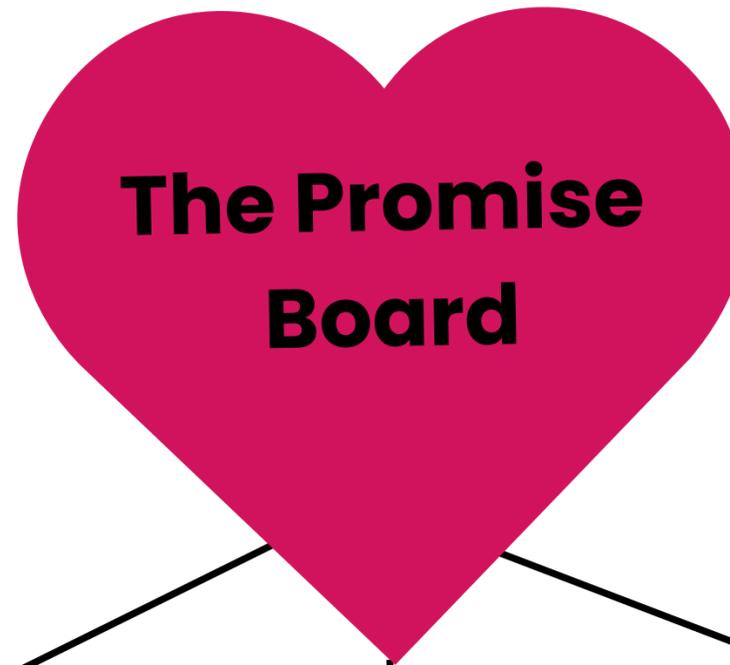


The Promise Board and Delivery Groups



We formed 3 delivery groups (Family, Care & Doing Data Differently) based around the Five Foundations and what our data told us. These delivery groups each have Voice, Scaffolding and People interwoven through them.

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

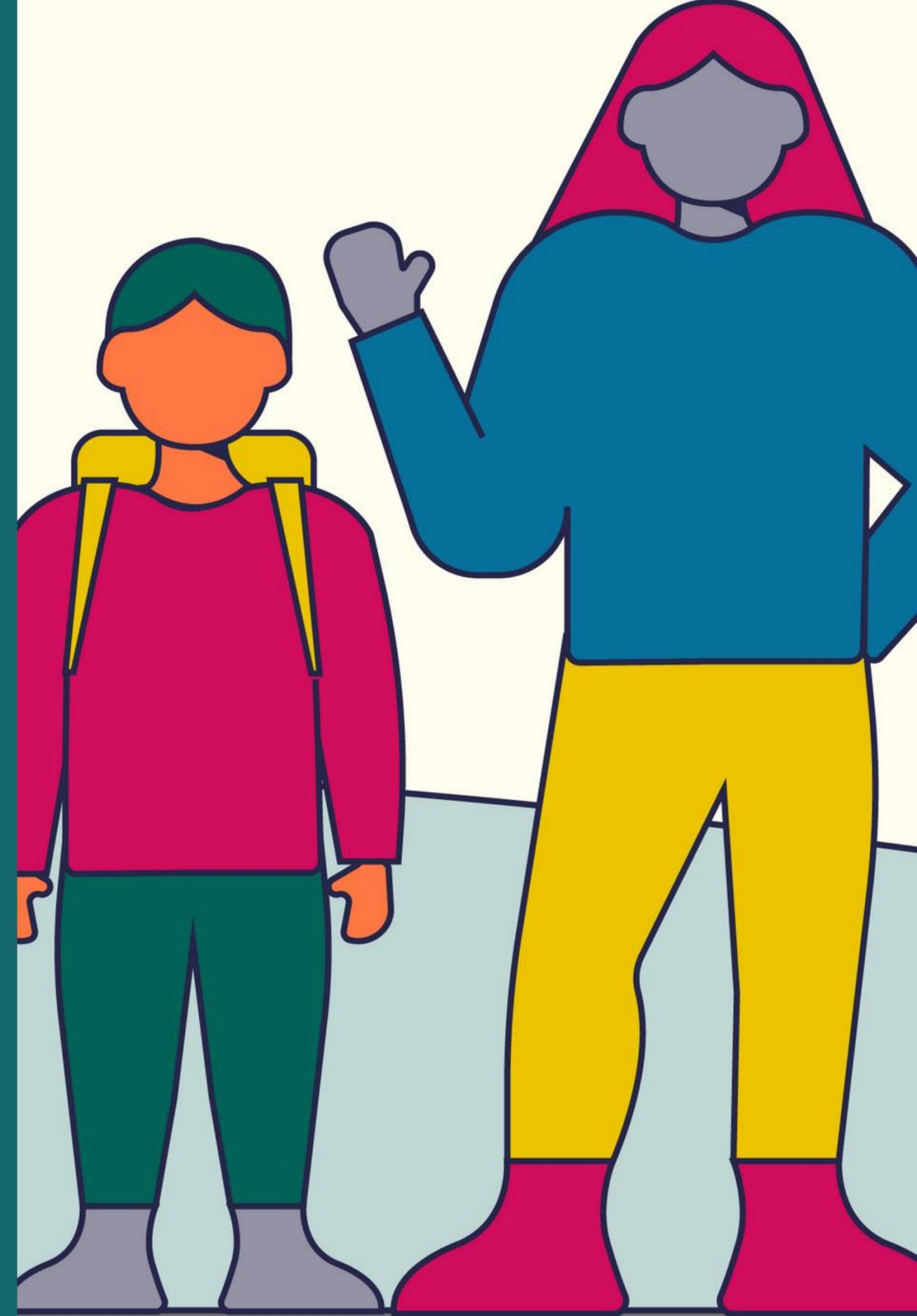
Delivery Group – Delivery group/ groups leading on implementation

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

These plans are in place to improve the lives of children, young people and families now and in the future. Progress 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

15 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
Robust processes for collecting and using data will be developed to inform improvement work and as a measure of improvement	<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>	Doing Data Differently	Increased access to a wide range of data which is used to measure progress and inform improvement work
We have high quality service where Inspection Regulations are met and surpassed	Develop self evaluation practices across registered services with a commitment to continuous improvement of services	Care Family Doing Data Differently	All residential services across Highland will be aiming for Very Good to Excellent in Care Inspectorate Quality of Care
We will develop and embed Transformational Commissioning as common practice	<p>Build Sustainability into services through the commissioning process</p> <p>Create Whole System and collaborative approaches in service design</p>	The Promise Board Care Family	Achieve resilient, high-quality services that consistently meet the needs of children and families, measured by feedback from families and services
Whole system approaches to supporting families through joint referral pathways	<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>	The Promise Board Care Family	Joint referral pathways will be developed and used and measured by services

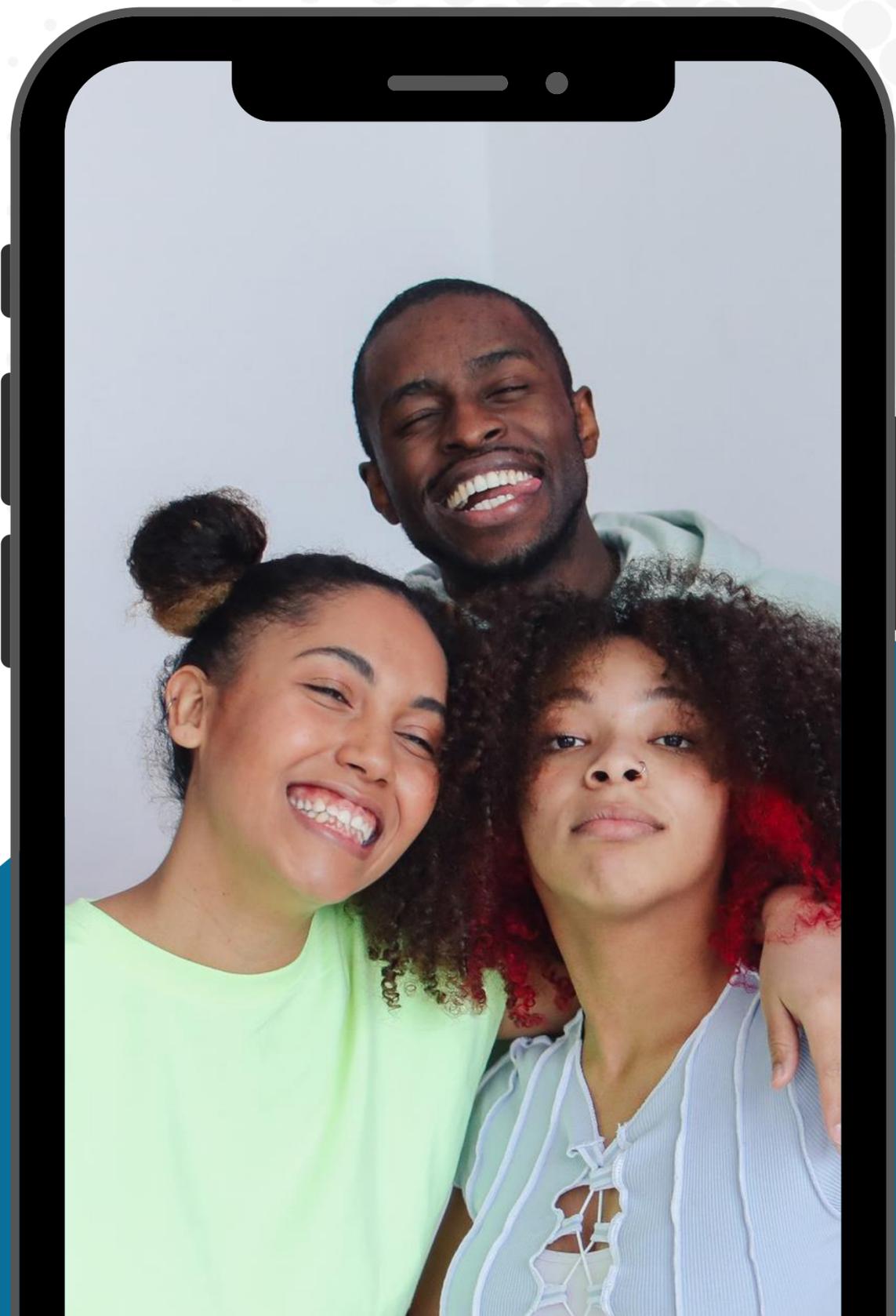
Implementation, monitoring and Evaluation

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](#)