



**REPORT TO:** HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD – 19 FEBRUARY 2025

**REPORT ON:** OUR PROMISE 2023-26 ANNUAL UPDATE

**REPORT BY:** CHIEF OFFICER

**REPORT NO:** DIJB9-2025

## **1.0 PURPOSE OF REPORT**

- 1.1 This report provides the Integration Joint Board with the first annual update on the implementation of Our Promise to Care Experienced Children, Young People and Care Leavers in 2023-26 (Appendix 1). The report outlines key developments over the last 12 months and priorities going forwards, including developments in respect of Scottish Government Whole Family Wellbeing Funding allocated over the same period (Appendix 2).

## **2.0 RECOMMENDATIONS**

It is recommended that the Integration Joint Board (IJB):

- 2.1 Note continued progress made in the implementation of Our Promise 2023-26 and improved outcomes for care experienced children, young people and care leavers (section 4).
- 2.2 Remit the CSWO to provide a further update on Our Promise in 12 months, including details of Whole Family Wellbeing Funding (WFWF) activities and outcomes.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 None

## **4.0 MAIN TEXT**

### **4.1 Background**

- 4.1.1 The Children and Young People (Scotland) Act 2014 requires Local Authorities to develop what it refers to as a 'Corporate Parenting Plan' to outline how it will meet the needs of 'Looked After Children'. The Independent Care Review published in February 2020 was critical of this stigmatising language and promoted a stronger collective ambition to achieve transformational improvements in the way we provide support to vulnerable families.
- 4.1.2 The review published 7 reports, including The Promise and Follow the Money. Each place an emphasis on prevention, keeping families together and ensuring that, where alternative care is necessary, all children and young people grow up feeling loved, safe and respected. Locally, the 5 foundations of Voice, Family, Care, People and Scaffolding have informed a range of actions designed to improve universal, targeted and specialist support.
- 4.1.3 Although Dundee IJB is not a listed Corporate Parent under the Children and Young People (Scotland) Act 2014, both Dundee City Council and NHS Tayside are and Dundee Health and Social Care Partnership must consider and comply with duties in the course of their operations. However, the IJB has an interest in being informed of and co-operating with work to support, protect and improve outcomes for care experienced young people from a variety of perspectives:

- In Scotland, care experienced young people have additional protections and entitlements in law up until their 26<sup>th</sup> birthday and therefore are likely to be accessing and supported by a range of adult health and social care services.
- Services commissioned by the IJB will support adults who are connected to care experienced children and young people, whether as part of whole family support or for Kinship and Foster Carers.
- An effective approach to supporting care experienced children and young people is essential to reducing the inequalities gap in terms of health and social care outcomes, and in doing so contributes to reducing future demand for adult health and social care services.

## **4.2 Developments**

4.2.1 Over the first 12 months of the current 3-year plan, the Council Children and Families Service has continued to coordinate and deliver improved support to vulnerable children and young people. Out of a total of 29 actions in the plan, work has started on 26 of them, 12 of which have already been completed and 14 have made significant progress. The other 3 are due to commence in 2024-25. Some key achievements for children and young people have included:

- The total number of care experienced children and young people reduced from 429 to 386.
- The balance of family based versus residential care increased from 85.7% to 90.5%.
- There was a reduction in children and young people in external residential care from 43 to 18.
- Only 1 young person has been admitted to Secure Care in the last 20 months.
- There was a 17% reduction in the number of missing episodes from Young People's Houses.
- Pupils with 1+SCQF Level 4 went up from 73% in 2020-21 to 78% in 2023-24.
- Pupils with 1+SCQF Level 5 went up from 35% in 2020-21 to 56% in 2023-24.
- Millview House won a Scottish Social Services Award for Outstanding Care in 2023.
- Our Promise was a finalist in the UK-wide Local Government Chronicle Awards in 2024.

4.2.2 The key objectives of keeping vulnerable families together, increasing local family-based support and improving outcomes are therefore being increasingly realised. However, with 92% of the whole school population achieving 1+ award at SCQF Level 4 and 82% achieving 1 + award at SCQF Level 5 in 2023-24, our care experienced population still lags their peers by some margin. This is especially evident in respect of care at home and kinship settings.

4.2.3 To this end, there has been a continued emphasis on the shared development of knowledge and skills within Social Work teams, schools and partners; providing support to build the capacity and confidence of Kinship Carers and Foster Carers; more effectively responding to the voice of children, young people and families; and jointly using data across the workforce to help further drive improvements. Further developments under each of the five foundations are set out in section 4.3 onwards.

## **4.3 People**

4.3.1 In relation to the workforce, the service has implemented a Social Work/School locality cluster model to promote consistent support to pupils. Teams supporting vulnerable adolescents have completed multi-agency training on specialist risk assessments of harmful behaviour. All Young

People's House teams have received training in Growth Mindset and the team at Craigie Cottage Children's House a range of training specific to younger children aged 4-11 years.

- 4.3.2 To evaluate and help further improve practice, peer audits focused on assessments, plans and chronologies have been carried out 3 times a year. When this programme started in May 2021, 58% were graded as Good or better overall. This rose to 93% in June 2023 and 94% in December 2023. In the most recent audit in May 2024 focused specifically on adolescents, 83% were graded as Good or better. Targeted support continues to be provided to all teams.
- 4.3.3 In terms of capacity, Social Workers in each team support an average of 15 children and young people each. This is consistent with the indicative optimum suggested by a national Setting the Bar report published in May 2022 and recruitment, support and retention continue to be key priorities to enable teams to provide effective support. This includes support to recent graduates and a Newly Qualified Social Worker (NQSW) scheme from October 2024.
- 4.3.4 In respect of support to carers, the service has cemented links with the Welfare Rights Service and benefits advice has been provided for all Kinship Carers. All 347 Kinship Carers have now received an assessment to help maximise their income. As an example of the positive impact, in the period April 2023 to March 2024 almost £10,000 of backdated benefits payments were received by Kinship Carers.
- 4.3.5 The Fostering and Adoption Teams have worked with The Lens on an 'ideas to action' programme to increase the number and confidence of internal Foster Carers. The programme led to a re-designed website, additional out-of-hours support and a fostering hub. It is also leading to a review of fees and allowances, including via benchmarking with neighbouring local authorities. Proposals will be submitted in 2024-25.

#### **4.4 Family**

- 4.4.1 The service has worked with Children's Service Planning Partnership (CSPP) partners to coordinate deployment of Scottish Government Whole Family Wellbeing Funding over three tranches. The delivery of services continues to be monitored by a WFWF Steering Group and details of impact will be included in the next Our Promise Annual Report. Details of allocations are provided in Appendix 2.
- 4.4.2 Over the next 12 months, the service will also carry out a review of all internal and commissioned resources with a focus on developing a consistent edge of care offer to vulnerable families. Currently, the service provides £2.3m annual funding to 14 Third Sector organisations to deliver a range of services from supported accommodation to drug and alcohol use support, parenting support, mediation, advocacy and disability. This review will include a focus on the extent to which services can be re-designed to deliver recognised best practice in family support, such as Family Group Conferencing, Signs of Safety and Multi-Systemic Therapy. It would build capacity and the range of specialist support options available to families. In recognition of the importance of the first 1,000 days of a child's life, it will also include a focus on parenting in the early years.
- 4.4.3 In relation to babies and infants, in the last 12 months the parents/carers of 129 0-4-year-olds were involved in Child Protection investigations. In total, 90 of these were provided with early informal support but 39 were placed on the Child Protection Register (CPR) and over the course of the year, 19 were provided with alternative care. This is therefore a key priority in terms of resource allocation and service delivery.
- 4.4.4 In relation to older young people, the service completed with a review of approaches towards vulnerable adolescents, including collaboration with the Health and Social Care Partnership. It was informed by consultation with the partnership workforce and young people. It will lead to a co-located multi-disciplinary team focused on young people at risk of significant harm from or to others and supported in either the Child Protection and/or Youth and Criminal Justice systems from September 2025.

#### **4.5 Voice**

- 4.5.1 For younger children, the service has collaborated with NHS Tayside and Dundee University to develop an Infant Pledge resource entitled 'Hello in There Wee One'. This is designed to promote active listening and positive attachments between vulnerable expectant mothers and their babies.

Launched in September 2024, it will be piloted in the New Beginnings Team, which supports vulnerable pregnant women.

4.5.2 For older children, the service continued to roll-out Mind of My Own (MOMO), a digital app which enables users to provide comments on the support they are receiving or would like to receive. This is then used to inform responses both on a day-to-day basis and during care planning and review meetings, to help place the child or young person at the centre. It provides an alternative option to 1:1 method to listen and respond more effectively.

4.5.3 In all 8 Secondary Schools, Champions Boards continued to be co-led by Pupil Support Workers and young people. As a result of their involvement in a Champions Board, 20 care experienced young people have now completed a Columba 1400 Leadership Academy, 17 have gained Saltire Awards and 2 have gained Emergency First Aid at Work SCQF Level 6. When asked to complete a sentence 'If it wasn't for the Champions Board', some said:

- 'I wouldn't have completed Columba 1400'
- 'I wouldn't have the confidence to join other groups'
- 'I wouldn't have met other CE pupils or other schools'
- 'I wouldn't have applied to join the Army and volunteered at St Andrews PS'

4.5.4 The service also rolled out training on Brothers and Sisters Staying Together and Connected. This includes an emphasis on listening to the child or young person's views to inform decisions on whether they can live with a sibling, remain in contact with them or know of their whereabouts. In the context of constraints such as complicated kinship arrangements, large sibling groups or siblings in specialist care, the proportion remaining with at least 1 brother or sister increased from 43% to 51%.

## 4.6 Care

4.6.1 A similar range of developments have continued to strengthen support to children, young people and care leavers in different care settings. In Kinship Care, a new team currently provides varying types of support to over 347 carers across the city. In addition to the welfare rights assessments to maximise income, new supports developed over the last 12 months have included:

- Joint support with Tayside Council on Alcohol Kith and Kin Service.
- Provision of a Place2B online parenting programme focused on mental health.
- School holiday activity camps and targeted leisure and sports activities.
- Engagement with What Matters to You to build supportive links in local communities.
- Work with 2 Clinical Psychologists to enhance trauma informed skills and practice.
- Joint work with Pupil Support Workers to provide extra support with school attendance.

4.6.2 In internal Foster Care, the service continued to implement an Improvement Plan following a Care Inspectorate inspection published in December 2022. This included a focus on training, with Foster Carers benefitting from training in parenting, adolescence, emotional health and wellbeing and separation/loss. As can be seen below, there has been a slight increase in the number of internal Foster Carers but levels have not yet returned to those in 2022.

Foster Carer Placements	2022	2023	2024
Internal Foster Care	109	84	89
External Foster Care	98	93	93

4.6.3 In the Young Person's Houses, one house, Craigie Cottage, was inspected over the period. This new house's first inspection occurred just 2 weeks after opening in September 2023 and was

followed shortly by a further inspection published in May 2024. The more recent report highlights considerable improvements in leadership within the house and growing confidence of the staff team, leading to an overall grading of Good.

#### 4.7 Next Steps

- 4.7.1 This report describes how Our Promise continues to have a positive impact in supporting vulnerable families. The number of children and young people in care have reduced, the balance of family-based care has increased, foundational practice is improving, and educational outcomes are getting better. The service was shortlisted as a finalist in a UK-wide award and one of the Young Person's Houses received an excellence award.
- 4.7.2 However, there continues to be a disproportionate number of babies and infants subject to formal Child Protection processes and in care; children and young people in Kinship Care are less likely to progress well at school; Foster Care capacity has not yet returned to previous levels; and the care experienced population as a whole still lags their peers in educational attainment by some margin.
- 4.7.3 Priorities over the next 12 months therefore include implementation of all Whole Family Wellbeing Funded initiatives; a review of commissioned services; early years; the development of best practice models of support; targeted support to pupils in Kinship Care; a review of fees/allowances for Foster Carers; and implementation of the co-located multi-disciplinary team supporting vulnerable adolescents.

#### 5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

#### 6.0 RISK ASSESSMENT

- 6.1 A risk assessment has not been provided as this report is being provided to the Integration Joint Board for information only.

#### 7.0 CONSULTATIONS

- 7.1 The Chief Finance Officer, Heads of Service Health and Community Care, members of the Strategic Planning Advisory Group and the Clerk were consulted in the preparation of this report.

#### 8.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

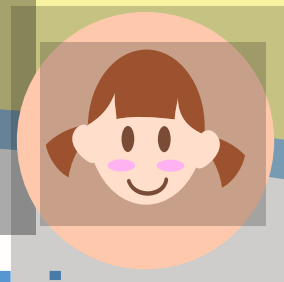
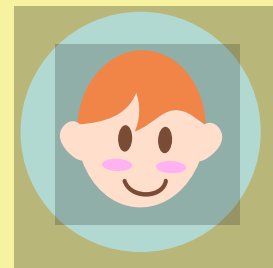
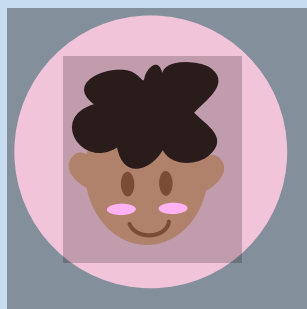
## **9.0 BACKGROUND PAPERS**

9.1 None

Dave Berry  
Acting Chief Officer

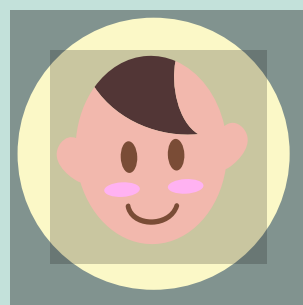
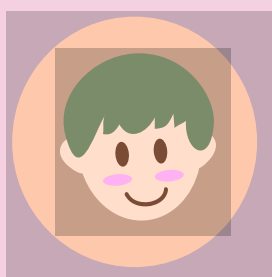
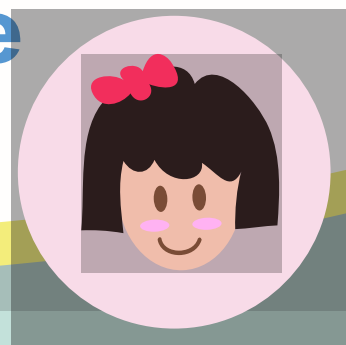
DATE: 24 January 2025

Glyn Lloyd  
Chief Social Work Officer



**The Dundee Partnership**

# **Promise to our Care Experienced Children and Young People**



# Our Promise

This Promise outlines the Dundee Partnership intention to ensure that Care Experienced Children and Young People have the very best support, life chances and opportunities possible so they can lead loving, settled and fulfilled lives well into adulthood.

As a partnership, we are committed to promoting the wellbeing and rights of all vulnerable and looked after children, young people and care leavers as one of our most important responsibilities. In doing so, we will provide the highest quality care, support and protection which:

- Helps all vulnerable children, young people and parents/carers to flourish
- Enables care experienced children and young people to thrive at home
- Improves educational attainment levels and all transitions into adulthood
- Listens to family voices and continually adapts and improves our support

We know that although care experienced children and young people can have particular needs associated with their health and wellbeing, they also have enormous strengths which can grow even more with the right support. We intend to work with and for them to overcome any barriers to them realising their full potential.

This Promise outlines our commitment to a range of actions which build on and accelerate how we have developed this support over the last 3 years. We believe that, in doing so, we will continue to transform our approach to engaging with and improving outcomes for care experienced children and young people in our city.



**#Keep  
The  
Promise**



# Our Journey

Over the last 3 years, our Corporate Parenting Partnership has led on the development and implementation of a Corporate Parenting Plan 2017-2020. The partnership has coordinated or contributed towards an extensive range of initiatives with and for children, young people and young adults at risk of entering care or already in care:

- An Addressing Neglect Enhancing Wellbeing programme
- A What Matters 2 U programme
- A Fast-Online Referral Tracking (FORT) system
- Trauma informed and nurturing practice in all residential and school settings
- Parity of financial support for kinship carers and foster carers
- An initiative designed to accelerate moves to permanence in care
- A Children and Families Service Charter with 19 principles for change
- An Engagement and Participation Strategy
- A Breakthrough Mentoring Programme in all 8 secondary schools and Offsite
- Additional Pupil Support Workers in all cluster areas
- A Champions Board, Young People Participation Group and 4 Change Group
- Signing up to the Scottish Care Leavers Covenant
- Implementation of Continuing Care for young people aged 16-21 years
- A Housing Protocol for care leavers
- A guaranteed interview scheme with the Council for all care leavers
- Improved use of data to inform wider improvement
- Development and implementation of the Better Hearings Agenda

We believe these developments are jointly helping to improve outcomes for vulnerable children and young people. From reductions in the number entering care; increases in the number of local family-based living arrangements; improved stability; better educational attainment; and positive destinations, our data shows real progress:

## Number of Looked After Children

Reduced from 585 in 2015 to 517 in July 2020

## Family based living

The number living with kinship carers increased from 99 to 147 in 2019-20

The number living with internal foster carers increased from 147 to 162

### **Stability**

The stability of all living arrangements has increased

### **School exclusions 2016-17 to 2018-19**

Reduced from 202 per 1,000 to 110 per 1,000

### **Attainment 2017-18 to 2018-19**

SCQF 5 in literacy and numeracy increased from 19.5% to 27%

### **Positive destinations**

Increased slightly from 86.7% to 87.5% in 12 months

### **Continuing Care**

The number in Continuing Care increased from 18 to 23

### **Justice**

Reduced the number of all young people entering secure care or prison

However, our city still has a very high rate of care experienced children and young people; fewer live at home with their parents; higher proportions have more than 1 placement move when compared with the national average; more could benefit from entering Continuing Care; and positive destinations are not always sustained.

Equally, although we have made progress in engaging with care experienced children and young people and their parents/carers to inform some developments, we believe there is much more we can do to extend approaches and use them to routinely inform how we continually adapt and improve support.

***Our Promise therefore expands our approach across the whole partnership and to all communities of our city so we improve all services at pace, with an emphasis on engagement and participation with all vulnerable families, including care experienced children and young people***

## Some Key Policies and Legislation

As a partnership, our work is strongly informed by policies, legislation and research. This includes the Children and Young Person's (Scotland) Act 2014; Getting it Right for Every Child; the Scottish Attainment Challenge; United Nations Convention on the Rights of the Child; and research on child development. Some key themes include:

### **Children and Young Person Act 2014**

Sets out the key responsibilities and duties for relevant public bodies requiring them to be systematic and proactive in their efforts to meet the needs of looked after children and care leavers (Appendix 1).

### **Getting it Right for Every Child**

A framework to place families at the centre of decision making and ensure services consistently provide integrated support to children, young people and families as part of their wider community.

### **Children Hearing (Scotland) Act 2011**

Embeds the rights of children in the Children's Hearing system, including the recently enacted right to advocacy. This Act also enshrines the duties of the Local authority to ensure children's rights are upheld in the system.

### **Scottish Attainment Challenge**

Aims to raise the attainment of children and young people living in deprived areas, in order to ensure that every child can succeed in school, gain the skills for life and close the equity gap. It recognises that holistic support is essential.

### **UNCRC**

Outlines 54 articles that cover all aspects of a child's life and explain how Governments and adults must work together to make sure all children can enjoy their rights. It has been incorporated into Scottish domestic law.

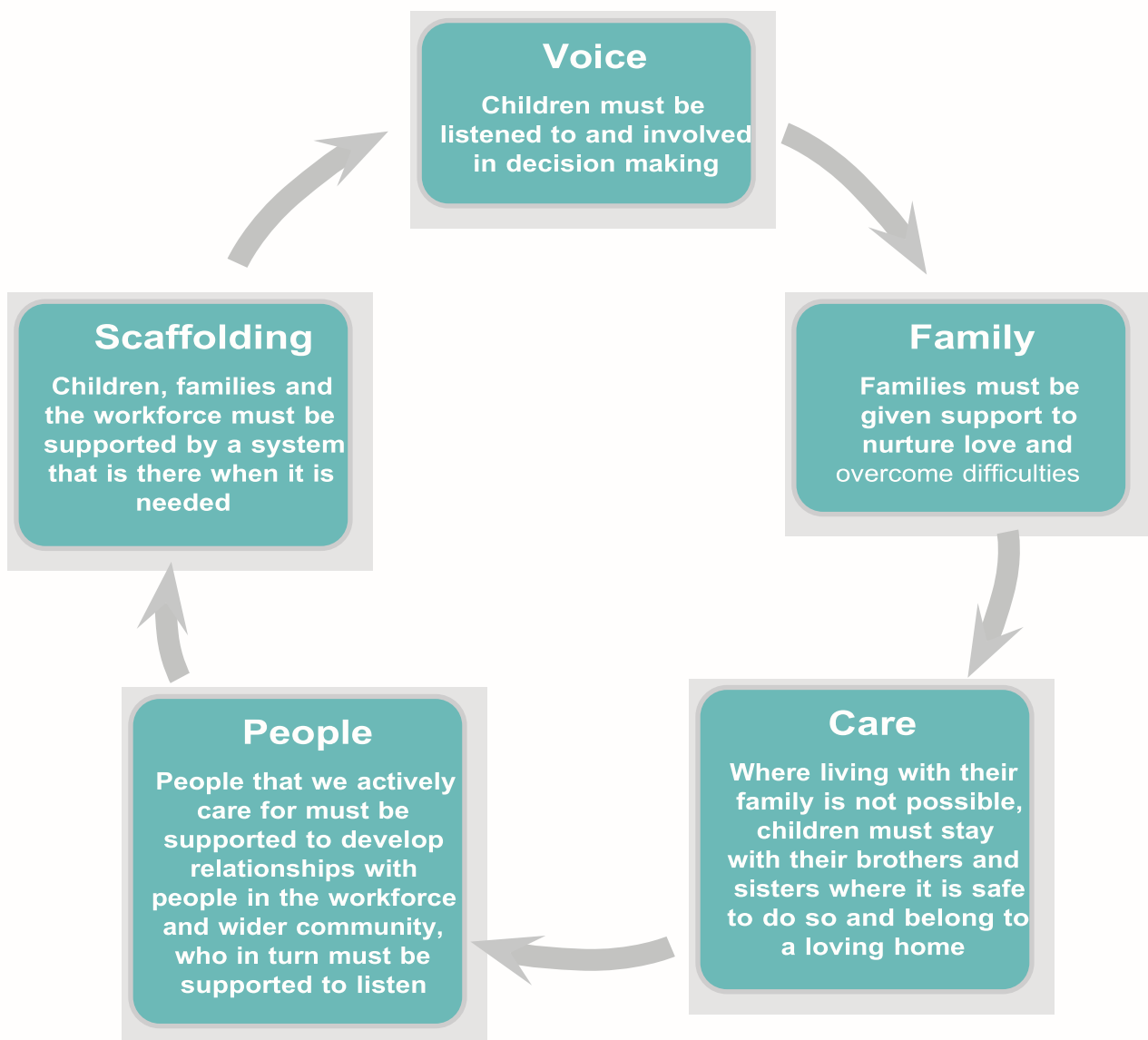
### **Research on child development**

Includes the importance of recognising the pivotal first 1,000 days; stages of development from birth to adolescence; stable, positive attachments with nurturing carers; and the impact of adverse childhood experiences.

In addition, there is also strong evidence that social and economic inequalities increase the stressors in families and make parenting more difficult. Our Promise therefore recognises the impact poverty has on families and complements our Fairness Commission Action Plan. Some key themes include:

- Ensuring timely and easy access to support
- Developing flexible and responsive support
- Targeted and adapting support to meet specific needs
- Support in key transitions of early years/primary/secondary school/employment

Crucially, the findings of the Independent Care Review have also informed how we have arrived at Our Promise. This hugely important review sets ‘a higher collective ambition that enables loving, supportive and nurturing relationships as a basis on which to thrive’. It includes 5 foundations which we have used to shape our plan:



## Governance and Partnership Arrangements

In this context, over the next 3 years our Corporate Parenting Partnership, which has been re-named as 'Our Promise Partnership' and includes a care experienced young person, will work collaboratively with other partnerships and report to our Children and Families Executive Board, along with other Boards or Committees where relevant.



Developing joint approaches with Protecting People partnerships is a key priority, because they coordinate services to vulnerable adults and children and young people who can present a risk to others and/or themselves. For instance, as a result of physical, sexual, emotional abuse or neglect. This relationship is outlined below:



When these issues are so significant and/or persistent they can result in children and young people being at risk of harm if they remain in the family home, requiring alternative care arrangements and becoming Looked After. Our approach therefore includes a key focus on supporting parents and carers.

## Consultation

In order to inform the content of Our Promise, all partner services and care experienced children and young people have been consulted. This has ensured that partners have every opportunity to outline their contributions to our Delivery Plan. Comments from children and young people included:

- They like the title, style and content of Our Promise
- They believe the plan is ambitious but we make no apologies for that
- They offered helpful advice on language and the use of acronyms
- They suggested some of the actions could be more specific and clear
- They were particularly interested in being involved in developing their own plans

This feedback has informed the content of the plan, including in relation to the consistent use of the term care experienced instead of looked after children and young people; changing the term respite which has negative connotations to short-breaks; and describing all current and planned methods of engagement and participation.

### CONVENTION ON THE RIGHTS OF THE CHILD

#### Article 12

Governments “shall assure to the child who is capable of forming his or her own views the right to express those views freely in all matters affecting the child, the views of the child being given due weight in accordance with the age and maturity of the child.”

For every child  
Health, Education, Equality, Protection  
ADVANCE HUMANITY



FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Scaffolding</b> Providing support when it is needed	Supporting vulnerable children in schools	We will provide targeted support to children not attending school	Education Manager,DCC	March2021	Improved outcomes and positive destinations for care leavers
		We will explore the delivery of the Youth in Iceland Model	Education Manager,DCC	March2021	
		Re-establish monthly multi-agency Employability Support drop-in service for young people and care leavers under the age of 26 alongside Youth Employability	Senior Manager DCC	May2021	
		Establish quarterly multi-agency employability support forum. This will track young people and care leavers who are supported by the Through care and After care Team who are not currently in education, employment or training. Contributing partners will identify the most appropriate employability support opportunities to offer individual young people.	Senior Manager DCC	April2021	
		Re-establish weekly support and guidance drop-in session at Dundee and Angus College in partnership with student services for young people and care leavers under the age of 26.	SeniorManager DCC	April2021	

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Scaffolding</b> Providing support when it is needed		Continue to facilitate bi-monthly review meetings in partnership with Dundee and Angus College student services in order to identify any barriers, support needs and progression routes for young people and care leavers who are supported by the Through care and Aftercare Team	Senior Manager DCC	Current	Number and % of care experienced children and young people with a completed employability action plan
		We will work with CareLeavers to understand their transition and employability needs and develop appropriate and targeted pathways	Youth Employability Service	September 2021	Increase in number of CEYP young people in positive and sustained destinations
		We will implement enhanced transition process for care leavers who are leaving school		September 2021	Number and % of care experienced young people in vocational opportunities
		We will ensure targeted outreach and engagement work with CareLeavers aged 16-19 identified through the national participation database as not in a positive learning experience	Youth Employability Service	September 2021	Number and % of care Experienced young people in opportunities matched by brokerage service
		We will develop an integrated vocational training and progression pathway for care leavers	Youth Employability Service	March 2022	



FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS	
<b>Scaffolding</b> Providing support when it is needed		We will work with employers to develop an employment brokering facility to match job ready care leavers with career and apprenticeship opportunities  We will develop Supported Pathways for Care Leavers with employers	Youth Employability Service  Youth Employability Service	March2021  March2021	Number and% of care experienced young people in supported pathways such as kickstart or YouthGuarantee provision	
	Supporting vulnerablewomen and families	We will sustain a Pause Programme for women at risk of pregnancy and repeat admissions into care  Wewill report on the impact of targeted support to pregnant women whose children are at risk  Wewill report on targeted gender-informed support to women in the criminal justice system  We will report on the impact of Safe and Together to enhance support to victims of domestic abuse	SeniorManager, DCC  SeniorManager, DCC  SeniorManager, DCC  SeniorManager, DCC	May2021  May2021  May2021  May2021	Number of women Supported by Pause; impact on repeat pregnancy; and positive feedback  Number of pregnant women supported;%children who Become are experienced; and positive feedback  Number of men attending The Caledonian Programme; compliance/successful completion ;and feedback from Victims  Report on Safe and Together	
	Consistent anddefensible decisionson placements	We will review the terms of Reference and resources of a Kinship Panel and resource Management Group	SeniorManager, DCC	March2021		

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Family</b> Support to nurture love and overcome difficulties	Promoting the stability of families	We will explore implementation of Safe Families to provide targeted respite support to vulnerable families	SeniorManager, DCC	March2021	Number of families receiving respite support and % reporting a positive impact
		We will provide and measure the impact of voluntary support provided by Social Work Teams	SeniorManager, DCC	March2021	Number of families supported by SW teams where the children do not become care experienced
		We will implement a KinshipHub Providing holistic one-stop-shop support to kinship carers	SeniorManager, DCC	March2021	Number of kinship carers accessing support and% reporting a positive impact
		We will report on the impact of targeted support to parents/carers with substance use problems	SeniorManager, DCC	May2021	Number of parents/carers receiving support and% reporting a positive impact
		We will increase the capacity of foster carers through recruitment, training and development	SeniorManager, DCC	May2021	Number of newly registered foster carers and annual training and development plan
		We will deliver trauma informed training to all professionals and families supporting care experienced children	SeniorManager, DCC	May2021	Number and % of staff/parents/ kinship carers receiving training
		We will deliver targeted parenting programmes to vulnerable families, with a focus on early years	Education Manager,DCC	May2021	Number of parents/carers of care experienced 0-5year-olds receiving training
		We will progress a test of change with a focus on best practice in supporting families where domestic abuse is problematic.This will draw on the knowledgeand experience of arrange of staff across the service and partners and will focus on improved outcomes for the whole family.	SeniorManager, DCC	May2021	Reduce the number of children on Child Protection Register and becoming accommodated due to domestic abuse

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>People</b> Support to develop relationships with people in the wider community	Developing a trauma informed workforce	We will roll out trauma informed Training for all staff and carers	Protecting PeopleTeam, DCC	May2021	Number of staff trained in trauma Informed practice and feedback
	Improving Assessment and engagement	We will deliver bespoke training and enhance staff support	SeniorManager, DCC	May2021	Number trained in assessment engagement and feedback
		We will ensure all care experienced children and young people have an up-to-date assessment and plan	SeniorManager, DCC	May2021	% of cases where practice is as good or better
	Developing a culture of reflective practice	We will carry out an annual multi-agency self-evaluation of practice		Monthlyand quarterly	% of cases where practice is as good or better
		We will carry out small monthly and larger quarterly single service self-evaluation			% of cases where practice is as good or better

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Care</b> Children must stay with their brothers and sisters where it is safe to do so and belong to a loving home	Supporting Children to attend early learning and childcare	We will ensure all eligible care experienced 2-5 year-olds are offered a nursery place	Education Manager, DCC	May 2021	Number and % of care experienced 2-5 year olds attending nursery
	Building capacity to allow siblings to remain together	We will scale a PACE initiative to ensure children and young people progress to permanence appropriately	Improvement Manager, DCC	August 2021	Number trained in assessment and engagement and feedback
		We will support family, kinship and foster carers to have sufficient housespace to care for Sibling groups	Head of Service, Neighbourhood Services, DCC	May 2021	Reduced % of families unable to care for sibling groups due to limited space
	Ensuring care experienced teenagers remain in family homes	We will remind siblings about their right to family life noting the "ABC" case (2019) and the Findings of the court that siblings have rights within the children's hearing system		April 2021	
		We will implement Functional Family Therapy for vulnerable Families with teenagers, including siblings	Senior Manager, DCC	March 2021	Number of families supported with FFT and % reporting greater stability as a result

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Care</b> Children must stay with their brothers and sisters where it is safe to do so and belong to a loving home		We will implement the Tayside Parenting Strategy with a particular focus on supporting vulnerable families	Education Manager,DCC	March2021	Number of families receiving recognised parenting support and % reporting benefits
	Supporting families with children with a disability	We will implement new assessment, planning and respite arrangements for families with children with a disability	SeniorManager, DCC	March2021	Number of families receiving respite and % reporting benefits
	Preventing unnecessary escalation or criminalisation	We will report on Whole Systems Approach for young people in order to support them with their families in the local community	SeniorManager, DCC	March2021	Number /% of young people subject to Early and effective Intervention,Diversion,Community Payback Orders and custody
		We will carry out a self-evaluation of practice in relation to new SecureCare Standards	SeniorManager, DCC	October2021	Completed self-evaluation and improvement plan
		We will hold regular multi-agency meetings on identified high risk young people	SeniorManager, DCC	March2021	Multi-agency plans to support young people in their local community
		We will pro-actively support all young people to remain in Continuing Care	SeniorManager, DCC	March2021	Number and % of care leavers entering Continuing Care

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Care</b> Children must stay with their brothers and sisters where it is safe to do so and belong to a loving home	Providing high quality residential care to young people	We will ensure all Children's Houses are graded as at least Good in inspections	Senior Manager, DCC	March 2021	Number and % of Children's Houses graded Good or better
	Meeting all health needs of Looked After Children	We will ensure all care experienced children and young people have a full health needs assessment	Senior Manager, NHST	March 2021	Number and % of care experienced children and young people with a health needs assessment
		We will provide physical and mental health care support to care leavers	Senior Manager, NHST	March 2021	
	Ensuring supported transitions into adulthood	We will develop and implement a new Transitions Pathway	Senior Manager, DCC	March 2021	Number and % of care leavers aged 17-21 in further education, training or employment
	Supporting care leavers Well into adulthood	We will ensure all care leavers are exempt from Council Tax until aged 26	Senior Manager, DCC		Number and % of care leavers not paying Council Tax up to age 26 years
		We will ensure care leavers are an outright priority for housing options	Senior Manager, DCC		Number of care leavers reporting as homeless

FOUNDATIONS	PRIORITY	ACTIONS	LEAD	TIMESCALES	SOMEKEY INDICATORS
<b>Voice</b> Listening to care experienced children and young people and involving them in decision making	Meaningful engagement and participation	We will develop a multi-disciplinary care Experienced Children and young People's Voice Team	SeniorManager, DCC	December2020	Engagement action plan leading to demonstrable improvements in relationships and outcomes for care experienced children and young people
		VoiceTeam will develop an Action Plan	SeniorManager, DCC	February2021	
		We will ensure care experienced children and young people are included in plans for all engagement and participation opportunities with their peers	Education Manager,DCC	March2021	
		We will support care experienced children and young people to be active members of Our Promise Partnership	SeniorManager, DCC	January2021	Number and %of care experienced children offered and accepting an advocate
		We will ensure all Care Experienced Children and Young People are offered an advocate	SeniorManager, DCC	January2021	
		We will ensure Care Experienced Young People are involved in recruitment to key posts	SeniorManager, DCC	May2021	Number of posts where care experienced children participated in recruitment
		We will ensure all care experienced children and young people are involved in and have an understanding of their Care Plan			Number of care experienced children and young people

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# Appendix 1

## Children ~~Children~~ and Young Person's (Scotland) Act 2014 Corporate Parents

- The Scottish Ministers
- A Local Authority
- The National Convener of Children's Hearings Scotland
- Children's Hearings Scotland
- The Principal Reporter
- The Scottish Children's Reporter Administration
- A Health Board
- A Board constituted under section 2(1)(b) of the National Health Service (Scotland) Act 1978
- Healthcare Improvement Scotland
- The Scottish Qualifications Authority
- Skills Development Scotland Co. Ltd SC 202659
- Social Care and Social Work Improvement Scotland (the Care Inspectorate)
- The Scottish Social Services Council
- The Scottish Sports Council
- The Chief Constable of the Police Service of Scotland
- The Scottish Police Authority
- The Scottish Fire and Rescue Service
- The Scottish Legal Aid Board
- The Commissioner for Children and Young People in Scotland
- The Mental Welfare Commission for Scotland
- The Scottish Housing Regulator
- ~~Bord na Gaidhlig~~
- Creative Scotland
- A body which is a "post 16 education body" for the purposes of the Further and Higher Education (Scotland) Act 2005



**#Keep  
The  
Promise**

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Our Promise to Care Experienced Children, Young People and Families 2023-25				
Action Plan				
Foundation	Actions	Leads	Measuring Impact	Timescales
<b>Voice</b>	Implement Infant Pledge for babies and toddlers in care	Service Manager	Audit of practice in test sites	¼ audits
	Coordinate Champions Boards to listen and enhance support	Education Officer	Survey Champions Boards	¼ meetings
	Review advocacy to improve access and impact	Service Manager	% offered and accessing	March 2024
	Implement findings of a survey on brother/sister care arrangements	Service Manager	Implementation of plan	March 2025
	Implement and scale What Matters to You in locality areas	Head of Service	Formal evaluation	March 2026
	Include a focus on voice in audits of practice	Service Manager	% where voice informed plans	¼ audits
<b>Family</b>	Coordinate targeted deployment of WFWF	Head of Service	Develop specific measures	Nov 2023
	Develop a clear edge of care offer to all families	Senior Manager	Numbers in care	June 2024
	Review working arrangements to provide support at time of need	Senior Manager	Family stability/disruption	June 2024
	Conduct Welfare Rights assessments with all families at risk	Practice Manager	Income maximisation	June 2024
	Implement Contextual Safeguarding for adolescents at risk	Senior Manager	Audits of Child's Plans	March 2024
	Explore and apply models of best practice in family support: <ul style="list-style-type: none"> <li>➤ Family Group Conferencing</li> <li>➤ Solihull for Kinship Carers and Foster Carers</li> <li>➤ Mockingbird model for Foster Carers</li> <li>➤ Multi Systemic Therapy</li> </ul>	Senior Manager	Develop specific measures	March 2025

<b>Care</b>	Develop and implement brothers/sisters practice guidance	Senior Manager	Measures inform by survey	June 2025
	Implement therapeutic and other supports to Kinship Carers	Service Manager	Numbers in Kinship Care	June 2025
	Target school attendance support to pupils in Kinship Care	Education Officer	Educational outcomes	March 2024
	Develop and implement new Foster Carer support strategy	Service Manager	Recruitment and satisfaction	Nov 2023
	Complete secure care self-evaluation and implement improvements	Senior Manager	Compliance with standards	June 2024
	Develop and implement new Continuing Care practice guidance	Senior Manager	Compliance with standards	June 2024
	Review Aftercare support to care leavers aged up to 26 years	Senior Manager	% supported and outcomes	June 2024
	Enhance supportive post-care housing support	Senior Manager	Homelessness	June 2024
	Implement Youth Participation action plan	Senior Manager	Positive destinations	June 2024
<b>People</b>	Implement risk assessment and defensible decision training	Service Manager	Audits of practice	¼ audits
	Implement Welfare Rights training	Service Manager	Audits of practice	¼ audits
	Implement an annual foster carer training plan	Service Manager	Attendance and satisfaction	Annual
	Ensure high quality Child's Plans for all care experienced children	Service Manager	Audits of practice	¼ audits
	Scale parenting programme training across teams	Service Manager	Audits of practice	¼ audits
<b>Scaffolding</b>	Fully implement GIRFEC Practice Profile in all sites	Education Officer	Audits of practice	Bi-annual audits
	Implement new Social Work Practice Standards	Senior Manager	Audits of practice	January 2024
	Revise all Social Work procedures to be Our Promise compatible	Service Manager	Audits and staff survey	March 2024

## Appendix 2

WFWF AWARDED BIDS						
Organisation	Phase 1	Phase 2	Phase 3	Local Priority	Bid Focus	Impact
Alternatives Counselling	✓			Early Years, Emotional Health and Wellbeing	<b>£88K</b> – new mental health support to vulnerable expectant women who will struggle during pregnancy and possibly afterwards, mirroring priorities on early years, vulnerable women and child protection.	O-5's on Child Protection Register and in care
Advice Infrastructure			✓	Inequalities and families at risk of harm	<b>£108K</b> – to reinstate the Fast Online Referral Tracking (FORT) triage function for a coordinated partnership system and to accelerate access to services.	Maximising resources and swifter access
Dundee Bairns		✓		Inequalities, Child Poverty, Child Healthy Weight	<b>£238k</b> – for a capacity building approach towards child healthy weight and expansion of tea clubs in Primary Schools.	Reduce or mitigate poverty
Dundee City Council and partners		✓		Inequalities, Vulnerable Adolescents	<b>£442k</b> – for renovation and running costs for the co-location of a multi-disciplinary team at Crichton Street. This was the largest bid and has both Children's Services Planning Partnership commitment and Scottish Government approval.	Child protection; balance of care
Dundee City Council Discover Work			✓	School Attendance, Vulnerable Adolescents	<b>£205k</b> – to support coordination of approaches towards Youth Participation, by integrating into senior education leader's approach to post-school transition.	Positive Destinations/Youth Participation
Dundee City Council and Partners	✓			Child Poverty, Inequalities, School Holidays	<b>£281K</b> – widened, targeted and enhanced school holiday activities for children and young people in the 6 Child Poverty priority groups, mirroring priorities relating to child poverty and child protection. New partnership approach with The Yard.	Poverty and child protection
Dundee REP Theatre			✓	Early Years, Inequalities	<b>£156k</b> – a new early intervention Creative Family Wellbeing Service offering out-of-hours wellbeing workshops, dramatherapy sessions and psychoeducational support for those experiencing trauma.	Poverty
DVVA (Alliance)		✓		Inequalities, School Attendance, Vulnerable Adolescents	<b>£154k</b> – for the coordination and maximisation of multiple volunteer services across the city, with a view to consistent volunteer development, career pathways and targeting of support.	Maximising Resources

Dundee Independent Advocacy Service and Partners		✓		Inequalities, School Attendance, Vulnerable Adolescents	<b>£219k</b> – for the coordination and maximisation of multiple advocacy services across the city. This reflects the Inequalities and Advocacy priorities and anticipates pending Human Rights requirements.	Maximising Resources
Mental Health Foundation	✓			Inequalities, Emotional Health and Wellbeing	<b>£314k</b> – a capacity building Together to Thrive model with NHS Tayside Children and Adolescent Mental Health Services and Dundee City Council to build the confidence and competence of key staff when responding to concerns in primary aged children.	Primary Age
National Literacy Trust Dundee and Partners	✓			Inequalities, Literacy	<b>£135k</b> – a whole family Talk and Play Together literacy initiative which builds literacy skills and strengthens family relationships, mirroring priorities on literacy, family support and transitions to secondary school.	Primary Age
Tayside Council on Alcohol	✓			Early Years and vulnerable women	<b>£662k</b> – extended holistic support to women at risk of pregnancy and having a child removed from their care and support to their partners, mirroring priorities relating to early years, vulnerable women and child protection.	Child protection and number of children in care
The Yard and Partners	✓			Child poverty, children with a disability	<b>£133k</b> – new support for families with disabled children during school holidays, mirroring priorities relating to children and young people with additional support needs and a disproportionate number of children with a disability requiring alternative care. New partnership approach with Dundee City Council (Holiday Programme Partnership).	Disability and ASN
The Yard and Partners		✓		Inequalities, children with a disability	<b>£98k</b> – for additional support provided to pupils with Additional Support Needs transitioning from Primary to Secondary school, with an initial focus on the Baldrigon Academy cluster.	Disability and ASN
Total Mobile			✓	Inequalities, child protection	<b>£84k</b> – to support Dundee City Council Children and Families Service to review shift patterns and models of working to focus support when needed most, such as evenings and weekends.	Maximising Resources
What Matters to You		✓		Child Poverty, Inequalities, School Attendance, Vulnerable Adolescents, Child Healthy Weight	<b>£44k</b> – for a 12-month post to support data collation, analysis and learning in the 2 pilot sites of Strathmartine and Lochee, feeding into both Local Community Planning Partnerships. A total place whole family approach.	Maximising Resources