

**A Scotland where every
baby, child and young
person grows up in an
atmosphere of happiness,
love and understanding**

**Together (Scottish Alliance for
Children's Rights)**

Strategic Plan 2024-32

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Introduction from our Chair and Director

At a pivotal moment for children's human rights in Scotland, we are delighted to introduce Together's Strategic Plan 2024-32. Our vision remains clear – that Scotland becomes a place where babies, children and young people can grow up in an atmosphere of happiness, love and understanding. Whilst we face huge opportunities and profound challenges in progressing this vision, our journey ahead is both clear and compelling.

Our strategic plan is a declaration of our commitment and a plan for action. Our three strategic priorities reflect a holistic approach to achieving our vision, focusing on proactive measures, responsive actions, and building the strength of the children's rights community to ensure the rights of every baby, child and young person in Scotland. This reflects the need to transition from our successful campaign for the incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scots law to a focused drive on its implementation. Across all our work, we will use the UNCRC (Incorporation) (Scotland) Act 2024 as a powerful tool with which we progress children's rights.

Whilst the UNCRC serves as our north star, the 2023 Concluding Observations are our roadmap for action. With our Strategic Plan spanning the next eight years before Scotland next comes before the UN Committee, the 2023 Concluding Observations provide a clear 'to-do' list for Scotland. Having been shaped by Scotland's children and young people and our extensive membership, they will guide our work right up to the UN review. With our ongoing campaign, #RightsOnTrack, we will support and hold decision-makers to account in delivering the 'revolution in children's rights' we aspire to.

We are filled with gratitude for the relentless energy and passion of our members, our team, and, most importantly, the children and young people who stand at the heart of our mission. Their insights and experience will lead us at every step of our journey.

We would like to thank everyone who has supported Together over the past 25 years and got us to this stage. With a 'to do' list from the UN Committee and the power of the UNCRC (Incorporation) (Scotland) Act 2024, Together commits to work tirelessly to ensure that rights are not only recognised in law but become a lived reality for all babies, children and young people in Scotland - that Scotland becomes a place where all babies, children and young people can grow up in an atmosphere of happiness, love and understanding.

With heartfelt thanks and anticipation,

Mary Glasgow and Juliet Harris

Chair and Director, Together (Scottish Alliance for Children's Rights)



Visual summary

Vision

Scotland becomes a place where every baby, child and young person grows up in an atmosphere of happiness, love and understanding.

Mission

Working with our membership, we act to ensure that all babies, children and young people growing up in Scotland have all their human rights respected, protected, and fulfilled.

Our ways of working

We will put **babies, children and young people at the centre of everything we do, prioritising those whose rights are at risk.**

We will work across our membership to pioneer and amplify **innovative, creative approaches** and share our expertise to **inform, influence and constructively challenge.**

Our priorities

Our three strategic priorities reflect a holistic approach to achieving our mission, focusing on proactive measures, responsive actions, and building the strength of the children's rights community. The third priority is about creating the environment in which the first two priorities can be achieved.



Priority 1: Getting children's rights right

Leading systemic and cultural change through:

Strategic influencing – embedding children's human rights, promoting promising practice and communicating children's rights

Capacity building – training our membership, bringing academic rigour and providing expert consultancy

Priority 2: Holding power to account

Monitoring child rights implementation and strengthening children's access to justice through:

Scrutiny and accountability – informing and scrutinising, monitoring and sharing progress and supporting international accountability

Access to justice – encouraging routes to remedy, advocating for rights and using the law

Priority 3: Leading the children's rights community

Promoting collaboration and building resilience to champion children's rights through:

Building sustainable alliances – building and supporting partnerships across Scotland and the UK, contributing to and learning from the international children's rights community and maximising our impact

Ensuring our own resilience – with a focus on sustainability, investing in our people and learning from impact



Our vision, mission and values

Vision

Scotland becomes a place where every baby, child and young person grows up in an atmosphere of happiness, love and understanding.

Mission

Working with our membership, we act to ensure that all babies, children and young people growing up in Scotland have all their human rights respected, protected, and fulfilled.

Our ways of working

To achieve our vision we will:

- put **babies, children and young people at the centre of everything we do**, creating increased opportunities for their involvement in Together's work throughout the duration of this strategic plan and beyond.
- prioritise our work to focus on those babies, children and young people **whose rights are at risk**, identifying and addressing gaps of unmet need.
- work across our membership to **pioneer and amplify innovative, creative approaches** that draw from our in-depth expertise of the international human rights framework and our deep understanding of children's experience of their rights in practice.
- share our expertise and insight generously, and **inform, influence and constructively challenge** to realise our vision.

Values

- **Courageous:** We are independent, and we challenge when we need to. We always stand up for children's human rights.
- **Collaborative:** We involve, engage, and consult our members, children and young people, parents and carers. We are representative, open, and transparent in all we do.
- **Constructive:** We do things in a respectful way. We support all those we work with and for to reach their full potential.
- **Inclusive:** We actively enable everyone to participate equally and with dignity, especially those babies, children and young people whose rights are most at risk.
- **Creative:** We bring fun and creativity to everything we do, embracing imaginative and innovative thinking.



The future we're working towards

Together is committed to a Scotland where all babies, children and young people have all their human rights respected, protected, and fulfilled all the time. Our three strategic priorities reflect a holistic approach to achieving our mission, focusing on proactive measures, responsive actions, and building the strength of the children's rights community to ensure the rights of every baby, child and young person in Scotland.

Priority 1: Getting children's rights right

Leading systemic and cultural change

We intend to embed children's human rights from the outset, using our strategic influence and expertise in capacity building to embed rights into the heart of legislation, policy, and practice. Our first priority is about prevention, ensuring that children's rights are at the centre of decision-making from the start, empowering children, young people and those who advocate on their behalf.

How we'll achieve this:

Strategic influencing:

- **Embedding children's human rights:** Influence the development of legislation, policy and practice through evidence-based influencing with an expert focus on the General Measures of Implementation of the UNCRC, including children's rights budgeting, Child Rights Impact Assessments (CRIA), data collection and monitoring and access to justice.
- **Promoting promising practice:** Bring our expert knowledge of the international human rights framework, including the UNCRC and wider human rights treaties, UN General Comments, Concluding

Observations and Days of General Discussion to inform our influencing strategies, including involvement in strategic Scottish Government boards and working groups, informing and supporting the work of the Scottish Parliament, consultation responses, policy briefings and enhancing the effectiveness of Together members' campaigns.

- **Communicating children's rights:** Develop, lead and support communications that raise broad awareness and understanding of children's human rights, as well as leading and supporting campaigns that address specific children's rights issues in a way that mobilise the public and political support for necessary changes in law, policy, and practice.

Capacity building:

- **Training our membership:** Deliver comprehensive networking, training and development programmes for Together members, enhancing their knowledge and skills in furthering children's rights.
- **Bringing academic rigour:** Support the Observatory of Children's Human Rights Scotland research network and sustain partnerships with law schools to facilitate the exchange of knowledge and promising practice with Together's membership.
- **Providing expert consultancy:** Offer consultancy and expert services to duty bearers to provide specialised support and generate income for further influencing activities.



Priority 2: Holding power to account

Monitoring child rights implementation and strengthening children's access to justice

Our second priority recognises that even with the best preventive measures, there will always be areas for improvement. Through a focus on accountability and access to justice, we will monitor the implementation of children's rights and hold decision-makers to account when children's rights are at risk. We will couple this with work to ensure children, young people, and our membership have the tools, knowledge and power to respond effectively if they have concerns about their rights.

How we'll achieve this:

Scrutiny and accountability:

- **Informing and scrutinising:** Engage the Together membership and wider partnerships including the Rights of the Child UK (ROCK) coalition and the Observatory of Children's Human Rights Scotland, to gather a wide range of evidence to inform and scrutinise child rights accountability mechanisms, including the 2024 Act's Children's Scheme, national and public authority reporting and the work of the Scottish Parliament.
- **Monitoring and sharing progress:** Use our annual State of Children's Rights Report, the #RightsOnTrack campaign and contributions from the Rights Detectives to evaluate and share Scotland's progress in implementing children's rights, including the UN Committee's 2023 Concluding Observations.
- **Supporting international accountability:** Undertake robust monitoring and reporting to inform UN and Council of Europe reporting processes, empowering children and young people to highlight priority issues for Scotland and advocate for international support and intervention.

Access to justice:

- **Encouraging routes to remedy:** Encourage and support the development of clear, responsive, and accessible complaints systems that empower children, young people and their families to raise concerns about their rights and seek remedies.
- **Advocating for rights:** Work with Together members to empower children, young people, and their families to confidently use feedback and complaints systems to advocate for their rights.
- **Using the law:** Build the capacity of Together members to use the law to challenge potential breaches of children and young people's rights, including supporting strategic litigation efforts that set legal precedents that further children's rights.



Priority 3: Leading the children's rights community

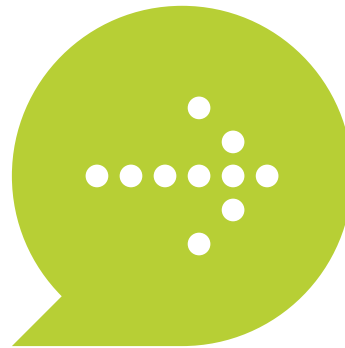
Promoting collaboration and building resilience to champion children's rights

Neither of our first two priorities can happen in isolation. Our third priority underscores the importance of sustaining and building the vibrant, inclusive children's rights community that successfully campaigned for children's rights to be embedded into Scots law through the 2024 Act. By leading efforts to build and maintain a strong, resilient children's rights community, we will create a supportive environment where babies, children and young people and their advocates can thrive and Together is able to go from strength to strength.

How we'll achieve this:

Building sustainable alliances:

- **Building and supporting partnerships across Scotland and the UK:** Through our working groups with members, the Rights Detectives and contributions and leadership of wider partnerships including the Observatory on Children's Human Rights Scotland and the Rights of the Child UK (ROCK) coalition, we'll encourage a dynamic children's rights community that strengthens the capacity of our members and partners to further children's rights.
- **Contributing to and learning from the international children's rights community:** We will coordinate and collaborate with international forums, including Eurochild and Child Rights Connect alongside UN treaty bodies and the Council of Europe to promote knowledge exchange and promising practice.



- **Maximising our impact:** We will allocate financial and staff resources strategically to address core priorities, taking care not to duplicate any of the work of our members. Whenever it's most efficient and impactful, we will collaborate and build partnership with others to maximise Together's impact and the longterm growth of the broader children's rights movement.

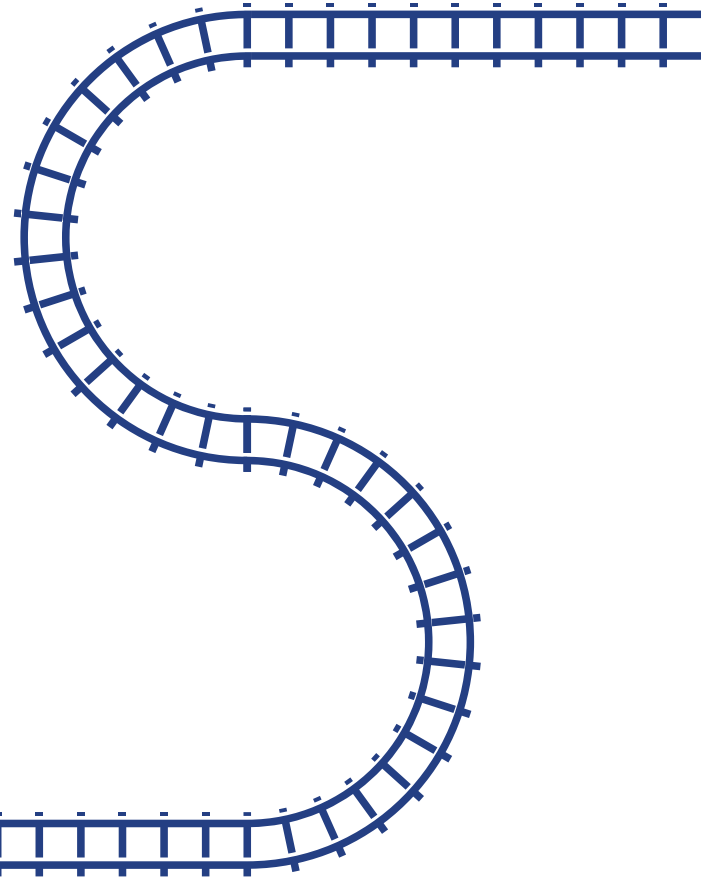
Ensuring our own resilience:

- **Focusing on sustainability:** We will focus on diversifying funding sources, including fundraising, grants, generated income, and strategic partnerships, to secure the financial stability necessary for our long-term viability.
- **Investing in our people:** We will support and develop a diverse and talented team of staff, volunteers, interns and trustees to ensure there is a strong foundation from which we can progress our mission.
- **Learning from impact:** We will assess and measure our impact to ensure we learn from successes and challenges and develop and hone our approaches and strategies.

Staying on track



Recognising how children and young people's experiences of their rights change and evolve from year to year, and differ from community to community, we are committed to ensuring that our strategic plan is adaptable and responsive and can evolve over time. We are developing an accompanying monitoring and evaluation framework so we can check what progress is being made and assess where efforts might need to be adapted or honed based on our learning. We will review our strategic plan every two years and will undertake a more in-depth four-year refresh in 2028 to make sure we remain agile in responding to new challenges and opportunities as they arise.



Appendix 1: Developing our strategic plan: a collaborative journey

Our Strategic Plan for 2024-32 is the culmination of an extensive collaborative effort, informed by Together members and the children and young people we work with, as well as wider stakeholders involved in progressing children's rights across Scotland.

Roundtable discussions with trustees: Our journey began with in-depth roundtable discussions involving our trustees, who are democratically elected from our membership, who provided strategic oversight and leveraged their collective experiences to shape the plan's foundation.

Learning from children and young people: We reflected on our developing work with children and young people, including the Human Rights Detectives, #TeamScotlandUN and RightsRightNow! as well as a **broader desk research** that we conducted for the Human Rights Detectives to establish what we already know about children and young people's views and experiences of their human rights. By exploring their stories, feedback and ideas, we've embedded what children and young people tell us into the heart of our strategic plan.

Consulting our Together membership: In autumn 2023, we conducted a comprehensive survey of our membership. This offered insight into the priorities, challenges, and opportunities perceived by our members, directly influencing our strategic direction. This engagement highlighted several priorities for the Strategic Plan, including the importance of focusing on preventing breaches of children's rights, monitoring and scrutiny of law, policy and practice as well as developing work on accountability and remedy. There was strong direction from members on Together's role to support implementation and child rights practice.

Working with our Together staff team: Our Together staff team engaged in a number of planning days, exploring our operational capacity, strengths, and areas for growth. These sessions ensured our strategic objectives are both ambitious and, if fully resourced,

achievable, reflecting our team's passion and commitment to progressing children's rights.

Having ongoing conversations and feedback loops: Over the past year, we've had active conversations about Together's role in furthering UNCRC implementation across a broad spectrum of stakeholders, including our membership, academia, all levels of government and more widely through our Professional Panel on the Skills & Knowledge Framework. This continuous engagement has helped to ensure our plan is responsive to the evolving landscape of children's rights in Scotland.

Drawing from the Observatory of Children's Human Rights's Theory of Change for Making Children's Rights Real: To align our efforts with broader systemic goals, we have used the Observatory Theory of Change to identify where Together is uniquely positioned to advance certain actions and building blocks within the wider ecosystem of children's rights.

Priority 1: Getting children's rights right

What we learned from children and young people

The commencement of the UNCRC (Incorporation) (Scotland) Act 2024 marks a significant milestone in our journey to progress children's human rights across Scotland. Children and young people are clear that the next step in our journey to keep #RightsOnTrack needs to be to **make sure that the aspirations of the 2024 Act are achieved in practice** and that Scotland has a culture where all children's rights are actively respected, protected, and fulfilled. Children and young people have emphasised the importance of not only being aware of their rights **but also being equipped and empowered to claim them**. Through our first priority, we will focus our members and wider duty-bearers attention on the steps that can be taken to 'get rights right' from the outset and for our Together

members to work alongside children and young people to push for systemic and cultural change.

What we learned from Together members

Our influencing and capacity-building priority is rooted in our commitment to amplify our members' priorities and experiences, alongside those of the children and young people they work with. Our members have highlighted Together's unique position as Scotland's expert membership organisation on children's rights and the need for Together to take a proactive and influential approach to catalyse system change. To achieve this, our members have identified an important role for Together to not only lead on children's rights influencing at a strategic level but also to provide resources and capacity-building support to those on the frontline of implementing children's rights.

Priority 2: Holding power to account

What we learned from children and young people

Our Human Rights Detectives consistently **call for children's rights to be actively championed, regardless of gender, ability or background**. Through our second priority of accountability, we will support our Rights Detectives to conduct investigations with wider groups of children and young people from across our Together membership to scrutinise and monitor progress. **Children and young people have frequently highlighted the power-dynamics and complexities that can stop them from raising concerns about their rights**. In supporting those children whose rights are at risk to learn about and stand up for their rights and the rights of others, our Rights Detectives will ensure children and young people are able to lead in scrutinising the progress made and to push for systemic and cultural changes that allow children to stand up for their rights with confidence.

What we learned from Together members

In response to our members' emphasis on the importance of supporting the effective implementation of children's human rights in practice, our

priority of accountability focuses on bridging the divide between policy commitments and their real-world application. By contributing to – and advocating for – a robust system of scrutiny, accountability, and redress, we want to ensure that children and young people not only have rights in law but are able to experience their rights in all aspects of their lives.

Priority 3: Leading the children's rights community

What we learned from children and young people

Our third priority recognises **the pivotal role that children and young people have played in changing the discourse on children's rights in Scotland** and successfully advocating for the UNCRC (Incorporation) (Scotland) Act 2024. To ensure the 2024 Act achieves the vision that children and young people have for Scotland, it is essential that the strong, resilient and inclusive children's rights community that rallied behind children's campaign for UNCRC incorporation grows and thrives to meet the opportunities and challenges ahead in making rights real.

What we learned from Together members

Our third priority of leading the children's rights community responds to the importance our members have placed on Together building and sustaining an inclusive children's rights community that can dynamically respond to and advocate for children's rights across Scotland. Our members have pointed out the critical need for Together to have financial resilience and sustainability, along with the imperative for continuous learning, innovation, and improvement. Acknowledging these insights, we aim to secure a diverse range of funding sources and enhance our financial management practices to ensure our long-term viability. Simultaneously, we want to foster a culture of learning and growth across our membership, enabling us to navigate and adapt to emerging challenges together.

Appendix 2: Glossary

Concluding Observations – recommendations from a UN treaty body that set out further steps a specific country should take to implement human rights

CRIA – Child Rights Impact Assessment

CRWIA – Child Rights and Wellbeing Impact Assessment

CYPCS – Children and Young People’s Commissioner for Scotland

DGD – Day of General Discussion

Duty bearers – government, or those commissioned by government to deliver services, who have an obligation to respect, protect, promote, and fulfil human rights of rights-holders

General Comment – UN Committees publish guidance to help people understand the rights set out in the UNCRC and other human rights treaties. These guidance documents are called General Comments and can cover a specific right or an issue that UN Committees feel needs further guidance

General Measures of Implementation – actions countries should take to embed the UNCRC into law, policy and practice. This includes creating participatory structures, CRIA (see above), rights-based budgeting and raising awareness of children’s human rights

Observatory of Children’s Human Rights Scotland – a collaborative of Scottish organisations working to drive implementation of children’s human rights, including academic and children’s organisations, of which Together is a founder member

Public authority – includes organisations such as Scottish Government, local authorities, health services, police and schools

Rights of the Child UK (ROCK) coalition – a coalition of voluntary organisations and individuals from across the UK pushing for the full incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into UK and devolved law, currently chaired by Together (Scottish Alliance for Children’s Rights)

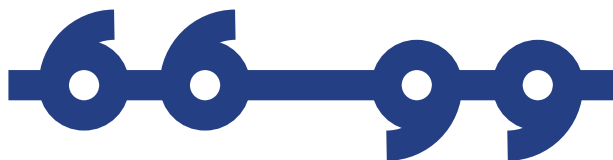
Rights Detectives – a group of children and young people (and soon to include babies) who are supported by Together and some of our member organisations who undertake investigative research missions into children’s rights priorities across Scotland

#RightsOnTrack – a campaign led by Together and our membership to make sure that the Scottish Government, local authorities and other duty bearers do what’s needed to ensure all children and young people in Scotland experience all of their rights all of the time

The UN Committee – United Nations Committee on the Rights of the Child

UNCRC – United Nations Convention on the Rights of the Child

2024 Act – shortened term for the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024



Appendix 3: Our Strategic Plan's alignment with the Theory of Change for Making Children's Rights Real in Scotland

The **Theory of Change for Making Children's Rights Real in Scotland** was developed by the Observatory of Children's Human Rights, of which Together (Scottish Alliance for Children's Rights) is a founder member. It was published in June 2022 and summarises the system change needed to make children's human rights real in Scotland.

Together's membership - and the children and young people we work with - were involved in the development of the Theory of Change. This included **Rights Right Now!** a group of children and young people from across six of Together's member organisations who met between September 2021 and April 2022 to pilot a model for how children and young people could be involved in governance at the national strategic level to inform and influence UNCRC implementation.

We have mapped the priorities and activities of our new Strategic Plan against the change processes identified in the Theory of Change. These are:

- 1. Policy** – This includes policy adaptation, coordination, administrative integration and budgetary consideration.
- 2. Capacity** – This includes building cross-sector capacity and capability to integrate rights-based ways of working.
- 3. Culture** – This includes changing attitudes, norms, values and everyday actions.
- 4. Empowerment** – This includes ensuring a system of information, advocacy, complaints, redress and effective remedy for children and young people.

In line with our commitment to continuous review and reflection, we can use this mapping to help us to consider whether there are any change

processes we need to look at in more detail as we develop and enhance our work.

How our three strategic priorities align with the Theory of Change processes

The three priorities set out in our Strategic Plan not only address specific aspects of the four Change Processes outlined in the Theory of Change but also embody a holistic approach towards furthering children's human rights across Scotland. By integrating strategic influence, capacity building, accountability, and leadership, Together's Strategic Plan works comprehensively across the policy, capacity, culture, and empowerment elements of the Theory of Change to ensure the realisation of children's rights as envisioned in the Theory of Change. This alignment demonstrates a deep and strategic commitment to leveraging systemic and cultural change to embed children's human rights across all areas of life in Scotland.

Priority 1: Getting Children's Rights Right

Strategic Influencing: This involves influencing legislation, policy, and practice development with a focus on the General Measures of Implementation of the UNCRC. Activities such as promoting children's rights budgeting, effective use of Child Rights Impact Assessments (CRIA), and ensuring access to justice are foundational to Change Processes 1 (Policy) and 2 (Capacity) by aiming to integrate a rights-based approach within policy frameworks and enhance the capacity of Together's members and duty bearers.

Capacity Building: Offering training, support for research, and consultancy services to strengthen the skills and knowledge needed to embed children's human rights aligns with Change Process 2

(Capacity). This facilitates cross-sectoral capability to integrate rights-based ways of working.

Priority 2: Holding Power to Account for Children's Rights

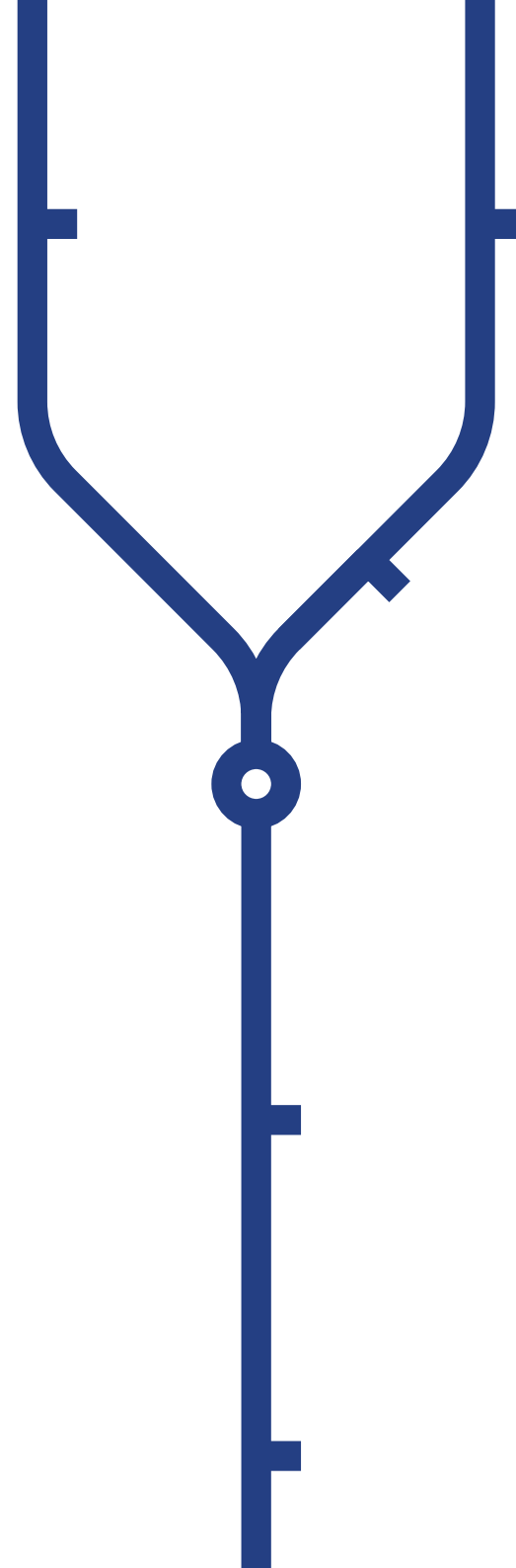
Scrutiny and Accountability: Engaging the membership and wider partnerships for scrutinising child rights implementation aligns with Change Process 4 (Empowerment). It ensures that mechanisms for accountability are strengthened and progress in furthering children's rights is monitored effectively.

Access to Justice: Supporting the development of responsive complaints systems and empowering children, young people and their representatives to use legal processes to challenge rights breaches corresponds directly with Change Process 4 (Empowerment). This priority focuses on enhancing the system through which breaches of children's rights can be addressed and remedies sought, thereby ensuring empowerment and accountability.

Priority 3: Leading the Children's Rights Community

Promoting Collaboration and Building Resilience: Fostering a resilient and collaborative children's rights community involves building sustainable alliances and learning from the international children's rights community. This is aligned with Change Processes 2 (Capacity) and 3 (Culture), highlighting the importance of collaborative efforts, partnerships, and fostering a supportive environment for children's rights advocacy.

Organisational Resilience and Learning from Impact: Focusing on diversifying funding sources and investing in Together's capacity aligns with the underlying support mechanisms of all four Change Processes, ensuring the sustainability and effectiveness of efforts to champion children's rights.



How our activities align with the Theory of Change key drivers of change

Policy: *Policy adaptation, coordination, administrative integration and budgetary consideration*

Key drivers of change	Activities and initiatives included in our Strategic Plan
Children and young people meaningfully participate in policymaking:	<p><i>Our ways of working:</i></p> <p>We will put babies, children and young people at the centre of everything we do, creating increasing opportunities for their involvement in Together’s work throughout the duration of this strategic plan.</p>
Awareness of UNCRC raised amongst policymakers:	<p><i>Priority 1 (strategic influencing)</i></p> <p>Promoting promising practice: Bring our expert knowledge of the international human rights framework, including the UNCRC and wider human rights treaties, UN General Comments, Concluding Observations and Days of General Discussions to inform our influencing strategies, including involvement in strategic Scottish Government boards and working groups, informing and supporting the work of the Scottish Parliament, consultation responses, policy briefings and enhancing the effectiveness of Together members’ campaigns.</p>
<p>UNCRC incorporated to maximum extent possible:</p> <p>Use and promote Child Rights and Wellbeing Impact Assessments:</p> <p>Children’s rights considered in budgets:</p> <p>Children’s rights indicators developed:</p> <p>Children’s rights integrated across policy areas:</p>	<p><i>Priority 1 (strategic influencing)</i></p> <p>Embedding children’s human rights: Influence the development of legislation, policy and practice through evidence-based influencing with an expert focus on the General Measures of Implementation of the UNCRC, including children’s rights budgeting, use of Child Rights Impact Assessments (CRIA), data collection and monitoring and access to justice.</p>

Key drivers of change	Activities and initiatives included in our Strategic Plan
National action plan and Children’s Scheme:	<p><i>Priority 2 (scrutiny and accountability)</i></p> <p>Inform and scrutinise: Engage the Together membership and wider partnerships including the Rights of the Child UK (ROCK) coalition and the Observatory of Children’s Human Rights Scotland, to gather a wide range of evidence to inform and scrutinise child rights accountability mechanisms, including the 2024 Act’s Children’s Scheme, national and public authority reporting and the work of the Scottish Parliament.</p>
Scottish Parliament and human rights bodies hold government to account:	<p><i>Priority 2 (scrutiny and accountability)</i></p> <p>Support international accountability: Undertake robust monitoring and reporting to inform UN and Council of Europe reporting processes, empowering children and young people to highlight priority issues for Scotland and advocate for international support and intervention.</p>

Capacity: *Building cross-sector capacity and capability to integrate rights-based ways of working*

Key drivers of change	Activities and initiatives included in our Strategic Plan
Cross-sector leadership:	<p><i>Our ways of working:</i></p> <p>We will pioneer innovative, creative approaches that draw from our in-depth expertise on the international human rights framework, the views and experience of our membership and our deep understanding of children’s experience of their rights in practice.</p> <p><i>Priority 2 (access to justice)</i></p> <p>Monitor and share progress: Use our annual State of Children’s Rights Report, the #RightsOnTrack campaign and contributions from the Rights Detectives to evaluate and share Scotland’s progress in implementing children’s rights, including the UN Committee’s 2023 Concluding Observations.</p>

Key drivers of change	Activities and initiatives included in our Strategic Plan
<p>Duty bearers take proactive steps to ensure compliance and further children’s rights:</p> <p>Duty bearers provide capacity-building and implementation support and demonstrate rights-based ways of working:</p>	<p><i>Our ways of working:</i></p> <p>We will prioritise our work to focus on those babies, children and young people whose rights are at risk, identifying and addressing gaps of unmet need.</p> <p><i>Priority 1 (capacity building)</i></p> <p>Consultancy services: Offer consultancy and expert services to duty bearers to provide specialised support and generate income for further influencing activities.</p>
<p>Leaders and champions communicate and demonstrate a rights-based approach:</p>	<p><i>Priority 3 (sustainable alliances)</i></p> <p>Build and support partnerships across Scotland and the UK: Through our working groups with members, the Rights Detectives and contributions and leadership of wider partnerships including the Observatory on Children’s Human Rights Scotland and the Rights of the Child UK (ROCK) coalition, we’ll encourage a dynamic children’s rights community that strengthens the capacity of our members and partners to further children’s rights.</p> <p>Contribute to and learn from the international children’s rights community: We will coordinate and collaborate with international forums, including Eurochild and Child Rights Connect alongside UN treaty bodies and the Council of Europe to promote knowledge exchange and promising practice.</p> <p><i>Priority 3 (resilience)</i></p> <p>Invest in our people: We will support and develop a diverse and talented team of staff, volunteers, interns and trustees to ensure there is a strong foundation from which we can progress our mission.</p>
<p>Creating and building feedback loops and grow from positive and negative experiences and challenges:</p>	<p><i>Priority 3 (sustainable alliances)</i></p> <p>Maximise impact: We will allocate financial and staff resources strategically to address core priorities, taking care not to duplicate any of the work of our members. Whenever it’s most efficient and impactful, we will collaborate and build partnership with others to maximise Together’s impact and the longterm growth of the broader children’s rights movement.</p>

Key drivers of change	Activities and initiatives included in our Strategic Plan
	<p><i>Priority 3 (resilience):</i></p> <p>Financial resilience and sustainability: We will focus on diversifying funding sources, including fundraising, grants, and strategic partnerships, to secure the financial stability necessary for our long-term viability.</p> <p>Learning from impact: We will assess and measure our impact to ensure we learn from successes and challenges and develop and hone our approaches and strategies.</p>

Culture *Influencing attitudes, norms, values and everyday actions*

Key drivers of change	Activities and initiatives included in our Strategic Plan
<p>Children and young people are joint architects of a children’s rights culture:</p>	<p><i>Our ways of working:</i></p> <p>We will put babies, children and young people of the centre of everything we do, creating increasing opportunities for their involvement in Together’s work throughout the duration of this strategic plan.</p>
<p>National awareness-raising and information produced with children and young people:</p> <p>Leaders and champions communicate and demonstrate a rights-based approach:</p>	<p><i>Priority 1 (strategic influencing)</i></p> <p>Communicating children’s rights: Develop, lead and support communications that raise broad awareness and understanding of children’s human rights, as well as leading and supporting campaigns that address specific children’s rights issues in a way that mobilise the public and political support for necessary changes in law, policy, and practice.</p> <p><i>Priority 2 (access to justice)</i></p> <p>Monitor and share progress: Use our annual State of Children’s Rights Report, the #RightsOnTrack campaign and contributions from the Rights Detectives to evaluate and share Scotland’s progress in implementing children’s rights, including the UN Committee’s 2023 Concluding Observations.</p>

Key drivers of change	Activities and initiatives included in our Strategic Plan
<p>Understand impact of social norms on realisation of children’s rights</p>	<p><i>Priority 1 (capacity building)</i></p> <p>Academic rigour: Support the Observatory of Children’s Human Rights Scotland research network and sustain partnerships with Law Schools to facilitate the exchange of knowledge and promising practice with Together’s membership.</p>
<p>Invest in community-based approaches for people to experience a rights-based approach:</p> <p>Children and young people learn about their rights:</p>	<p><i>Priority 1 (capacity building)</i></p> <p>Membership training: Deliver comprehensive networking, training and development programmes for Together members, enhancing their knowledge and skills in furthering children’s rights.</p>
<p>Creating and building feedback loops and grow from positive and negative experiences and challenges:</p>	<p><i>Priority 3 (sustainable alliances)</i></p> <p>Maximise impact: We will allocate financial and staff resources strategically to address core priorities, taking care not to duplicate any of the work of our members. Whenever it’s most efficient and impactful, we will collaborate and build partnership with others to maximise Together’s impact and the longterm growth of the broader children’s rights movement.</p> <p><i>Priority 3 (resilience):</i></p> <p>Financial resilience and sustainability: We will focus on diversifying funding sources, including fundraising, grants, and strategic partnerships, to secure the financial stability necessary for our long-term viability.</p> <p>Learning from impact: We will assess and measure our impact to ensure we learn from successes and challenges and develop and hone our approaches and strategies.</p>



Empowerment: Ensuring a system of information, advocacy, complaints, redress and effective remedy for children and young people

Key drivers of change	Activities and initiatives included in our Strategic Plan
Children and young people meaningfully participate in designing systems to uphold rights:	<p><i>Priority 2 (access to justice)</i></p> <p>Monitor and share progress: Use our annual State of Children’s Rights Report, the #RightsOnTrack campaign and contributions from the Rights Detectives to evaluate and share Scotland’s progress in implementing children’s rights, including the UN Committee’s 2023 Concluding Observations.</p>
Duty bearers ensure a trusted, effective, and child-friendly system to uphold rights at all levels:	<p><i>Priority 2 (access to justice)</i></p> <p>Routes to remedy: Encourage and support the development of clear, responsive, and accessible complaints systems that empower children, young people and their families to raise concerns about their rights and seek remedies.</p>
Children and young people have information and advocacy to support their access to their rights.	<p><i>Priority 2 (access to justice)</i></p> <p>Advocate for rights: Work with Together members to empower children, young people, and their families to confidently use complaints mechanisms to advocate for their rights.</p>
Children’s rights advocates hold duty bearers to account:	<p><i>Priority 2 (access to justice)</i></p> <p>Use the law: Build the capacity of Together members to use the law to challenge potential breaches of children and young people’s rights, including supporting strategic litigation efforts that set legal precedents that further children’s rights.</p>
Scottish Parliament and human rights bodies hold government to account:	<p><i>Priority 2 (scrutiny and accountability)</i></p> <p>Support international accountability: Undertake robust monitoring and reporting to inform UN and Council of Europe reporting processes, empowering children and young people to highlight priority issues for Scotland and advocate for international support and intervention.</p>
Creating and building feedback loops and grow from positive and negative experiences and challenges:	<p><i>Priority 3 (sustainable alliances)</i></p> <p>Maximise impact: We will allocate financial and staff resources strategically to address core priorities, taking care not to duplicate any of the work of our members. Whenever it’s most efficient and impactful, we will collaborate and build partnership with others to maximise Together’s impact and the longterm growth of the broader children’s rights movement.</p>

Key drivers of change	Activities and initiatives included in our Strategic Plan
	<p><i>Priority 3 (resilience):</i></p> <p>Financial resilience and sustainability: We will focus on diversifying funding sources, including fundraising, grants, and strategic partnerships, to secure the financial stability necessary for our long-term viability.</p> <p>Learning from impact: We will assess and measure our impact to ensure we learn from successes and challenges and develop and hone our approaches and strategies.</p>

Together (Scottish Alliance for Children’s Rights) is a Scottish Charitable Incorporated Organisation (SCIO), charity number SC029403.

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