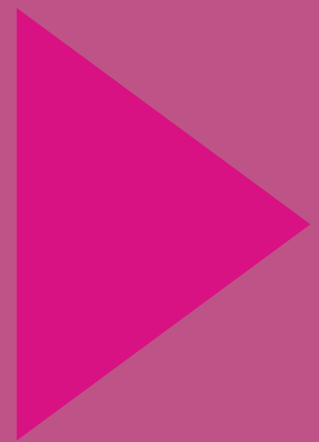
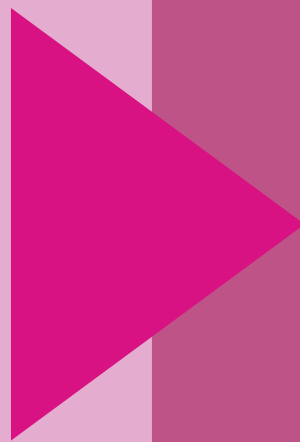
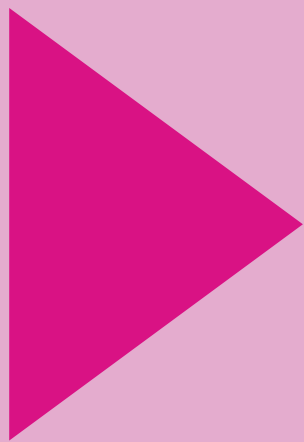


# Change Programme ONE



Date of publication: 25 June 2021



the promise  
scotland

# Contents

## **3 Introduction from The Chair**

---

## **6 The Change Programme**

---

- 6 What is the Change Programme?
- 8 How is the Change Programme populated?

## **12 The Fundamentals**

---

## **13 What will The Promise Scotland do?**

---

- 14 Join the Dots
- 14 Communities of Interest
- 15 The Promise Scotland Ideas Bank
- 16 The Data
- 17 The Money
- 18 The Governance
- 19 The Promise Design School
- 21 The Promise Partnership
- 22 Oversight and Monitoring

## **24 Priority Areas**

---

- 26 A Good Childhood
- 42 Whole Family Support
- 49 Supporting the Workforce
- 56 Planning
- 61 Building Capacity

# Introduction from The Chair

**As Scotland emerges from the shadow of a global pandemic, the long-term implications are unknown.**

Whilst no-one was immune, the stories and statistics tell Scotland that it was the children and families the current 'care system' doesn't work for, who faced some of the greatest challenges. Feeling even more acutely the effects of poverty, abuse and neglect, the impact of poor housing, the challenges of loneliness and addiction. And loss of life.

The pandemic did not create poverty and trauma, but it did perpetuate and exacerbate it. Families who were previously coping, now, due to changes in their circumstances may need support.

For over a year, children and young people were not able to get out to play with their friends, or see their families, instead worrying about their loved ones whilst trying to keep up with schoolwork, without the kit needed to learn and in accommodation not conducive to learning. Too many missed and lost opportunities to take part in activities they love – sport, music, art, sleepovers etc. With volunteering and work experience placements vanishing.

**Here is a difficult truth: that set of circumstances is not far from the everyday, pre pandemic reality of children and young people who experience Scotland's 'care system' at its very worst.**

As Scotland strives to **#KeepThePromise** and reallocate its resources towards prevention, it must acknowledge where change and increased capacity is needed.

A profound risk over the coming year, the timeframe for this Change Programme, is that the consequences of Covid-19 means decisions are taken for more children to enter the 'care system,' when, with support, families could stay together. Those families cannot be fearful of asking for help and support must be there when they need it.

And the solemn promise made to the children and young people Scotland looks after cannot be derailed. They must have a childhood that enables them to grow up loved, safe and respected so they realise their full potential.

The Promise Scotland has observed huge adaptations to services and flexibility by the workforce. Despite this, some things could not be avoided: many new parents were more isolated than at any time in our recent history. The existing structural limitations of fragmented and disconnected services have been exacerbated by the isolation of the pandemic and having a baby over the past year has been especially challenging.

# Introduction from The Chair

So, although the goodwill and commitment for change is high and has continued throughout this challenging year, that must translate into all organisations and individuals taking ownership of what the full implementation of the Care Review means for their areas of responsibility, including their statutory duties.

This includes the Promise Scotland – it must lead, collaborate, drive and support change – but it cannot deliver it.

Scotland stands at a critical moment.

Adversity can lead to opportunity – and Scotland’s commitment to COVID recovery and to **#KeepThePromise** is its opportunity.

This moment must be grasped to bridge the gap for once and for all between good intent and warm words, and the day-to-day lived experience of all its children and families. As Plan 21-24 states, this is not about building a new system, instead a country that cares, made up of services that work to meet the needs of children and families and that stand ready to be accessed where they are needed, when they are needed.

**This will challenge those who work in and around the care system. In various contexts it may mean a shift in resources that previously went to specific organisations. When resources are used differently parts of the system may begin to glimpse their own obsolescence**

The risks should not be underestimated, including resistance to change and a perpetuation of the status quo.

The Promise has continued cross-party support and engaged political leadership, buy-in to a shared vision of the Scotland, with a sector committed to change.

This presents a set of circumstances never seen before.

The scale of change, its complexity and the multiple barriers that could thwart change, must not slow progress.

This Change Programme ONE sets out where Scotland currently is in relation to this work. Its focus is the organisations with the greatest influence over the change demanded and responsibility to change for Plan 21-24 to be achieved. It candidly lays out what’s happening and gives The Promise Scotland’s assessment of whether this is sufficient to achieve what is needed.

# Introduction from The Chair

In many areas, there is a lot of action, but it is not sufficiently comprehensive to achieve Scotland's ambitions to **#KeepThePromise**. However, this assessment does not come without significant hope and belief in change.

So many of those with direct responsibility feel burnt-out by the realities of COVID, yet still talk of the focus that the promise brings and how they are hopeful this is the moment for the transformational change required.

This Change Programme ONE further reinforces there is no excuse for any part of Scotland's 'care system' to do nothing, nor any excuse to wait.

Beyond hope what will good look like?

Plan 21-24 has set the outcomes that are needed by 2030, but children and families need those with statutory responsibility for setting policy, determining investment, designing services, decision making, inspection and regulation and many more, to take their place in this national effort for change.

Despite the pandemic, this can be achieved by 2030, but Scotland is on a countdown with just eight and a half years to go.

Transformation of the scale required needs collective, collaborative and persistent work to make the promise a reality.

There are early signs of progress but Change Programme One makes clear that the quality and pace of the proposed activities needs to be improved and with urgency. The support The Promise Scotland has heard from all the organisations engaged with in this phase gives reasons for optimism. The next Change Programme will provide more detailed evidence of the tangible and specific progress that is made.

The Promise Oversight Board will track the pace and quality of change and report publicly on progress.

Much of what you will read would not be happening without the stories the Independent Care Review heard. Babies, infants, children, young people and families who shared intimate, often traumatic, stories of what happened to them. That generosity was motivated by desire for change –not for themselves but for future children and families who will need Scotland to support, love and nurture them.

This must be at the heart of the work of everyone with a responsibility to change. It must power the urgency to turn ambition and hope into action, today, tomorrow and every day until the promise is kept and Scotland is the friend and parent that it promised to be.



**Fiona Duncan, Chair**

# What is The Change Programme?

**On 31 March 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, outlining five **priority areas** of change, each with **actions**. Those actions must be completed by 2024 for Scotland to stay on track to #KeepThePromise it made to its children and families, in full, by 2030.**

Between now and 2024, the Change Programme will be updated regularly to capture the work underway to #KeepThePromise, in each **priority area** of change. It will record change as it happens, monitor progress and identify gaps and risks.

The promise identified which organisations that have the greatest influence on whether the promise is kept and / or lead responsibility for ensuring children and families get what they need. The Change Programme outlines their actions - who is doing what, where there are gaps and where there are connections that need to be made.

This means the Change Programme is not an exhaustive list of all that is happening across Scotland - there are many organisations making changes to their work every day to #KeepThePromise. And their actions are important. They are making the lives of children and families better, they are caring for the children in Scotland's care and championing their rights to a happy and safe childhood and helping make sure they go on to have a fulfilling life.

**The Promise Scotland is responsible for driving change – but cannot deliver it.**

The Promise Scotland will make support offers to organisations working to #KeepThePromise and the first phase of this work is described in pages 13 - 22.

In other areas, there will be a leadership role in bringing together and working alongside organisations to achieve change. Page 63 outlines how The Promise Scotland will take a leading role in relation to the **Children's Hearing System** work.

By surfacing implementation gaps, cracks, fissures and chasms, The Promise Scotland will know where it must be, what is needed, and what support it needs to give organisations to make the necessary transformation required to #KeepThePromise.

Ultimately, it is for those with the responsibility, including statutory, to recognise and take ownership for their work of change.

# What is The Change Programme?

The Promise Scotland will maintain the focus of the Change Programme on the changes needed to **#KeepThePromise**. By March 2022 it will be online, reflecting change in (as close as possible to) real time, providing a single window onto the cross-sector, multi-agency approach to collaborative implementation that is required.

The Change Programme will be used by the [Oversight Board](#) to track the pace of change, and to inform its reports.

There are links to the [Independent Care Review's](#) (Care Review) [Evidence Framework](#) and [Plan 21-24](#) throughout, to make sure work to **#KeepThePromise** builds on what is already known and remains connected, respecting the generosity shown by everyone who shared their stories to shape the promise.

The [Care Review](#) listened to babies, infants, children, young people, families and adults with experience of the 'care system' as well as the paid and unpaid workforce to understand what needed to change. The Promise Scotland's role is to work with the 'care system' to ensure that change happens.



# How is the Change Programme populated?

This is the first version of the Change Programme. It provides a starting point and a framework, which will be continually added to and developed for all the **priority areas** of change.

**It is a snapshot of work taking place at this moment in time, in the shadow of the global pandemic, by the organisations with the greatest responsibility or influence in terms of the change required.**

It lays out a collection of work taking place across Scotland over the coming year to **#KeepThePromise** made on 5th February 2020. The Promise Scotland asked what is happening and listened carefully to what was said.

Individuals and organisations were asked to submit information about their work to **#KeepThePromise**, and reflections on the barriers to progress, via online questionnaires on The Promise Scotland website before and after the publication of [Plan 21-24](#), asking for contributions and engagement.

The feedback from this online engagement has helped inform the shape and content of the Change Programme as well as helping understand what The Promise Scotland support offer needs to include.

The Promise Scotland met the forty-two stakeholders with the greatest responsibility to make change happen to hear the **actions** being taken across the five **priority areas** of change detailed in [Plan 21-24](#).

**The Promise Scotland is grateful to all the organisations that took part in the feedback loop.**

In some of these meetings, other agencies were invited to reflect the joint working across local partnerships and strategies to support children and families, attended. The focus was on what is happening now, what is planned and what is getting in the way of progress.

**The collective buy-in to keeping [the promise](#) presented by the [Care Review](#), and a shared commitment to the change it demanded, has created an authorising environment for sequenced, collaborative implementation across multiple sectors and agencies towards a single, shared long-term vision.**



# How is The Change Programme populated?

## This is new territory for Scotland.

As part of the **feedback loop** and to support the assessment laid out below, The Promise Scotland has begun to create a series of organisational and area profiles to inform engagement discussions, which in turn informs the Change Programme and which is the evidence base for measuring change and monitoring progress toward **#KeepThePromise**.

These include information from a wide range of sources, including:

- ▶ the engagement that took place before publication of [Plan 21-24](#);
- ▶ engagement that has happened since then via the **feedback loop**;
- ▶ the online questionnaire on [The Promise Scotland Website](#);
- ▶ data from key stakeholders including but not limited to Scottish Government, Local Authorities, Improvement Service and Public Health Data and;
- ▶ budgetary information, key strategic documents, reports and guidance as well as websites.

These profiles are in early stages of development, but will grow and be added to, in line with the Change Programme.

This version of the Change Programme presents a summary of feedback and evidence given so far about work that is underway. It provides an assessment of this work and categorises progress of each [Plan 21-24](#) action as:

- ▶ work is underway;
- ▶ work is underway but does not yet appear sufficient;
- ▶ there is little or no work underway.

The next version of the Change Programme will be live in **spring 2022** and will include a coding framework to make clear whether the work underway is sufficient to deliver [Plan 21-24](#) and ultimately **#KeepThePromise**.

## How is The Change Programme populated?

It will be an interactive resource populated with content generated by The Promise Scotland via the **feedback loop**, and also signposting to existing resources and toolkits from other organisations involved in each aspect of [Plan 21-24](#) delivery.

The Promise Scotland will scope the possibilities for organisations to contribute directly to this online platform and for building a directory and geographical map of activity on [Plan 21-24 priority areas](#) of change.

This scoping will take account of the need for The Promise Scotland's analysis to assess pace, quality, resourcing, risk, collaboration and connection.

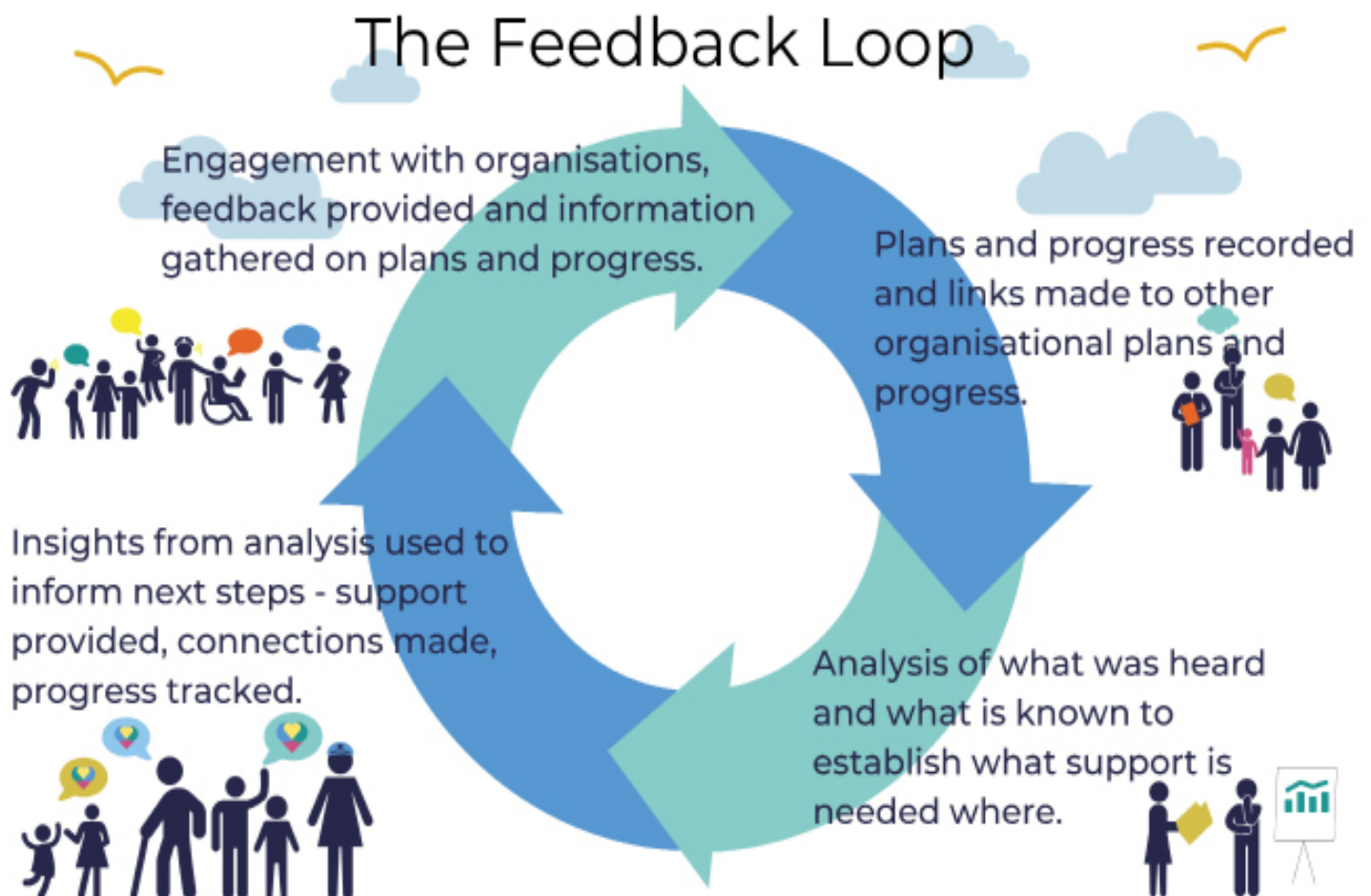
Organisations have said that they want to know what is happening in the rest of the country to **#KeepThePromise**; for there to be opportunities to connect and share learning with one another and assess what is working for children and families and what is not.

By **Joining the Dots**, the Change Programme will be a powerful lever supporting and organising the collaborative work to keep on track to **#KeepThePromise** made to children and families, **by 2030**.

## How is The Change Programme populated?

The Promise Scotland's role will develop and its support continually improve to ensure Scotland meets the needs of children and families and organisations across the country. A key part of this is ensuring organisations have everything they need to #KeepThePromise and that [the Oversight Board](#) has all it needs to hold Scotland to account and report on progress to those with care experience.

In practice, this looks like:



Goodwill and commitment continue to be high, but that must translate into all partners taking ownership of what the full implementation of the Care Review means for their areas of responsibility, including their statutory duties.

# The Fundamentals

[Plan 21-24](#) set out **The Fundamentals** that need to be built into everything organisations are doing to **#KeepThePromise**. These core principles reflect themes that were interwoven throughout [what was heard](#) by the [Care Review](#) and [the promise](#), affecting every aspect of children and families' lives:

- ▶ [What matters to children and families;](#)
- ▶ [Listening;](#)
- ▶ [Poverty;](#)
- ▶ [Children's rights](#) and
- ▶ [Language](#)

In addition to capturing [what was heard](#), the Care Review's [Evidence Framework](#) contains the [principles of participation and engagement](#) that formed the basis of the [Care Review](#), as well as [evidence reviews](#) which were commissioned as a direct result what children and families said mattered to them.

Initial analysis of what The Promise Scotland heard during the **feedback loop** is underway and a priority for the coming year is to assess how **The Fundamentals** are reflected and embedded across the five **priority areas**.

**Whilst there is work underway on every Fundamental, there is a mismatched, inconsistent national and local picture illustrating that there is considerably more work to do to get to the stage that **The Fundamentals** 'form a solid core around which everything operates'**

# What will The Promise Scotland do?

The Promise Scotland is a non-statutory company established by Scottish Ministers to support and monitor Scotland's progress to **#KeepThePromise**. As an organisation it has no formal powers and by design, it will exist only until the promise is kept or 2030 at the latest - whichever is soonest.

**The Promise Scotland does not hold statutory responsibility for services in relation to children and families lives. It has responsibility for oversight, driving change and supporting action.**

Based on what The Promise Scotland heard was needed, in 2021 the following support offerings will be developed:

- ▶ **Join the Dots**
- ▶ **The Communities of Interest**
- ▶ **The Ideas Bank**
- ▶ **The Data**
- ▶ **The Money**
- ▶ **The Governance**
- ▶ **The Promise Design School**
- ▶ **The Promise Partnership**
- ▶ **Oversight and Monitoring**

# What will The Promise Scotland do?

## Join the Dots

All across Scotland children and families told the Care Review their unique story, evidencing time and time again that there is not consistency of approach.

The reasons for this are multiple, many emanating from the 'system', as one size does not fit all.



Through the **feedback loop** the need for improved sharing of what is working, where and why – as well as what is not – was identified as a way to accelerate the pace of change.

**A straightforward solution emerged: The Promise Scotland will capture, based on the experience of children and families, this learning, document it and embed it into the **feedback loop** to **Join the Dots**.**

## The Communities of Interest

In addition to its wide-ranging and open engagement approach using the **feedback loop**, The Promise Scotland will use its convening power to bring together or signpost individuals, practitioners and organisations around specific topics to galvanise action for change, to learn and collaborate, and to promote practice that reflects what matters to children and families.

The Promise Scotland will set up and facilitate communities of interest for:

-  care experienced young people who have completed the first phase of the design school learning and development, and who wish to continue to meet. The purpose will be both to share their learning and experience of using this training to support service change and improvement, and to offer support within this group to their peers and;
-  all individuals and groups, who take part in the design training in 2021 starting with those from the [five 'diagnostic route' Promise Partnerships](#) (described on page 21). The community of interest will build on their learning from the first phase of the design programme and enable them to support each other by sharing knowledge, experience and practice in implementing the changes they are making.

# What will The Promise Scotland do?

The Promise Scotland will also facilitate links between ‘Promise Keepers’, aiming to create a community of interest that enables them to provide support to one another, to #KeepThePromise.

The Promise Scotland’s work on Communities of Interest will be underway by **autumn 2021**.



## The Ideas Bank

The Promise Scotland will identify where there is unmet need and/or a requirement for new approaches and work to develop a bank of ideas and seek ideas from all organisations and, in particular, children and families.

This will take account of the learning, insights, advice and ideas from communities of interest and participants in all learning events. Where relevant, the Ideas Bank will be included in the **feedback loop** to support change.

The Ideas Bank will be in place by **autumn 2021**.

# What will The Promise Scotland do?

## The Data

Scotland's data and evidence must measure and monitor what matters to children, young people and families. Children and families do not live in isolation and their experiences and outcomes are impacted by many factors. Understanding all of these factors and the extent of their impact is the bedrock of measuring progress towards full realisation of [the promise](#) by 2030 at the latest.

The current data landscape is fractured and populates itself via a series of discrete data requests made to multiple agencies. It needs to be rationalised to become more cohesive and connected.

Achieving this begins with understanding the data Scotland currently collects on experiences that directly and indirectly impact children and families' outcomes. This requires a sound understanding of what matters to children and families. This will be informed by the stories and experiences heard by the [Care Review](#).

The Promise Scotland will understand what matters to children and families in data terms by **autumn 2021**.

In parallel, an extensive data mapping project is underway to map all data currently held in Scotland that provides a measure of experience, which directly or indirectly impacts on children and families' lives and outcomes. The project will create a cohesive central picture of data that will help to rationalise the data landscape. The scope for this work is wide and acknowledges the social and economic context of children and families' lives, including but not limited to poverty, employment, housing, social work, health and education.

The Promise Scotland will have concluded this extensive data mapping project by **summer 2022**.

These two outputs will be brought together to provide an evidence-based assessment of the value of Scotland's data sources and, by **spring 2023**, set out the plan for aligning the data landscape to [Plan 21-24](#).

To maintain momentum in this shift to a data landscape that reflects what matters to children and families, The Promise Scotland will support organisations and individuals to agree, use and measure progress using core data across the same timeline.



# What will The Promise Scotland do?

## The Money

**Using money and investing differently is required to make a genuinely transformational and sustainable shift in services, and outcomes.**

The work undertaken to [Follow the Money](#) by the Care Review will be developed to support organisations and partnerships to:

- ▶ understand how and where the money is currently spent, and to what end;
- ▶ consider how money could be spent differently in future, to achieve better outcomes and value for money;
- ▶ understand what strategic investment is required to get from where Scotland currently is, to where it needs to be and,
- ▶ identify the help and support people, including those with care experience, need locally to design and deliver better services for children and families.

This requires a fundamental shift in thinking, ways of working and accountability systems across organisations, partnerships and sectors.

**The aim is to ensure that public money is invested upstream and focused on prevention, rather than spent on crisis interventions that deliver poor outcomes for children and young people and poor value for money.**

The Promise Scotland will develop a support offering across three levels: local places and families; services; and national systems.

It will identify and break down perceived barriers to using the money differently including governance, accountability, and scrutiny systems.

# What will The Promise Scotland do?

Progress begins with:

- ▶ a clear route-map, developed by **late summer 2021**, for the establishment of Using the Money Differently as the default approach to how money is invested in the care of children and young people. Building on the human and economic cost modelling approach from the [Care Review](#), it will set out practical steps for implementation and be able to be continuously updated and developed. It will integrate with the other elements of the Change Programme to ensure continuity alongside the work underway on governance;
- ▶ an engagement strategy and plan for Using the Money Differently developed by **late summer 2021**, will balance the need to demonstrate how it can work in a specific place (or places) with the need to secure broader engagement and buy-in across sectors and geographies; and
- ▶ a new model of governance and accountability for children and family services, by **autumn 2021**, to enable the improved use of money in the delivery of redesigned services. This will be integrated into the wider governance work, described in the next section.

## The Governance

As the [Care Review](#) established and Scotland has known through other work ([2007 Crerar Review](#)) the accountability landscape is cluttered.

Whilst [the Oversight Board](#) will have responsibility for public accountability over the implementation timeline, that cannot continue beyond 2030.

The 'system' must hold its own accountability, so that there is never again a need for a full-scale public review of the 'care system.'

So far The Promise Scotland has reviewed the function, responsibilities, accountability, independence and interdependence of the various public bodies, groups and organisations that sit around the 'care system'. As the [Care Review](#) found, it is a complex, incoherent and inconsistent landscape, with a vast array of structures, status, accountability and lines of responsibility.

In scoping the governance map, almost 100 relevant bodies and groups were identified and the first stage of the mapping focused on a targeted list of 39 organisations that sit most closely in or around the 'care system'.

[Plan 21-24](#) has specific actions in relation to governance and accountability that value outcomes and what matters to children and families.

# What will The Promise Scotland do?



## The Promise Design School

One of the most important findings from the [Care Review](#) was that those supported by services must be involved in their design and delivery cycles. Lived experience and listening to those with experience of care was central to the [Care Review](#).

That will not change; however, the focus is on acting on those insights, making sense of what is heard and understanding what gaps need to be filled.

Empowering people to redesign services collaboratively, based on their lived experiences, continues and upholds the [principles established in the Care Review](#). Building on early prototyping, the scope of The Promise Service Redesign Programme will be expanded. That will mean participants can:

- ▶ scope service transformation opportunities in line with the commitments to **#KeepThePromise**;
- ▶ identify who to collaborate with across the care sector (through people's journeys and experiences not organisational perspectives);
- ▶ see the big picture across the care sector; be able to connect and understand the national picture and generate ideas for redesign and;
- ▶ are equipped and empowered to redesign future care services.

Barriers that can prevent people with care experience from taking part in co-design events, including digital access, will be removed. Once the programme is fully tested and evaluated, by **winter 2022**, there will be open access to service design guidance, tools, methods and ideas generated by service redesign approaches for all those who wish to learn and use this approach.

The Promise Design School in 2021-22 will include:

- ▶ having tested and prototyped service design foundation learning events in partnership with [Who Cares? Scotland](#), 32 care experienced young people, including from corporate parenting panels across Scotland, will be offered this opportunity in 2021-22.
- ▶ working with [Home Start Scotland](#), prototyping earlier testing of redesign learning events with families with experience of the care system.

# What will The Promise Scotland do?

- ▶ five '[diagnostic route](#)' [Promise Partnerships](#) have participated in a four day service design foundations event and there will be follow-up learning events with these participants, including establishing communities of interest. These events will be developed for and offered to the [75 "Open Call" Promise Partnership](#) organisations and partnerships.
- ▶ monitoring and evaluation will be completed for these forerunners with the aim of building a wider network of partners and increasing the number of individuals with experience of the care system who participate. The service redesign programme will open to other collaborative partnerships. The route map for [The Money](#) described above is one example.
- ▶ a Pinky Promise Design School for children will be developed, tested and launched working with the [Children's Parliament](#) and the [V&A Dundee Design](#) School.

This first phase of the Promise Design School has been developed in collaboration with the Scottish Government Office of the Chief Designer, who has dedicated a full-time resource to the programme.

The aim is to expand this collaboration to include other public service redesign and quality improvement approaches and working collaboratively with national organisations such as [Healthcare Improvement Scotland](#) and [NHS Education for Scotland](#) and at local level.

**The Promise Scotland will retain its particular focus on maximising and supporting the opportunities for people with experience of the care to participate in and benefit from learning in redesign and quality improvement.**

# What will The Promise Scotland do?



## The Promise Partnership

The Promise Partnership is currently administered by the [Corra Foundation](#). Whilst independent, it is a part of the resources available to The Promise Scotland in fulfilling the plan.

**The change, ideas, learning and communities of interest that are generated by this fund will be a resource for wider improvement and development to #KeepThePromise and will contribute to the [feedback loop](#).**

In April 2021, a £4m Investment from Scottish Government was distributed to 68 organisations through an [‘open call’ and ‘diagnostic route’](#), in 31 of 32 local authority areas. All decisions were made by an advisory panel of people with care experience and provided a depth of detailed knowledge that supported the process.

A grant budget of circa £16m has been proposed to the Scottish Government that would run in parallel with [Plan 21-24](#). In tandem, The Promise Scotland and others will add to this investment pot through its work and relationships with other grant-makers. If agreed, the budget would be developed to allow for three different funding scenarios and a funding round announced in the autumn of 2021.

### **There will be three routes for investment:**

1. infrastructure will run in a similar way to the previously delivered ‘open call’ to support change in specific identified services and support arrangements.
2. investment in ideas shaped by The Promise Scotland that supports identified gaps. Ideas will be shaped into ‘specifications’ from which organisations (including collaborations) can develop a proposal. The specification will include looking at the investment in implementing these ideas – and assessing the cost of not making the changes.
3. testing how Scotland can use current money and investment differently as described above in [The Money](#).

For the 2021 investment, with the guidance of its advisory panel, [Corra](#) has agreed that criteria for successful applications must include evidence of:

# What will The Promise Scotland do?

## Working collectively

- ▶ commitment to working with care experienced children, young people and families to identify what needs to change.
- ▶ commitment to working with The Promise Scotland (and, specifically, participate in the range of supports that it will offer).
- ▶ allowing for brave and honest conversations about who is best able to respond to what matters to children, young people and families and how resources meet this support.

## Committing to Culture Change

- ▶ ability to demonstrate what has stopped and changed to help align to [the promise](#) (e.g., language).
- ▶ confidence that the organisation can invest in and implement the support that matters to children, young people, and families.
- ▶ the embedding of children's rights across all activities.
- ▶ working across the organisation/partners to realign resources and investments.

## Oversight and Monitoring

**[The Oversight Board](#) is the primary mechanism for holding all of Scotland's organisations and sectors to account, ensuring there is progress made at pace. It will report at least annually both to Parliament and the care community.**

These reports will contain detail on what is happening across Scotland in line with [Plan 21-24](#) and whether progress is sufficient to **#KeepThePromise**, drawing from the Change Programme.

The Promise Scotland will produce regular monitoring reports for [the Oversight Board](#).

# Priority Areas

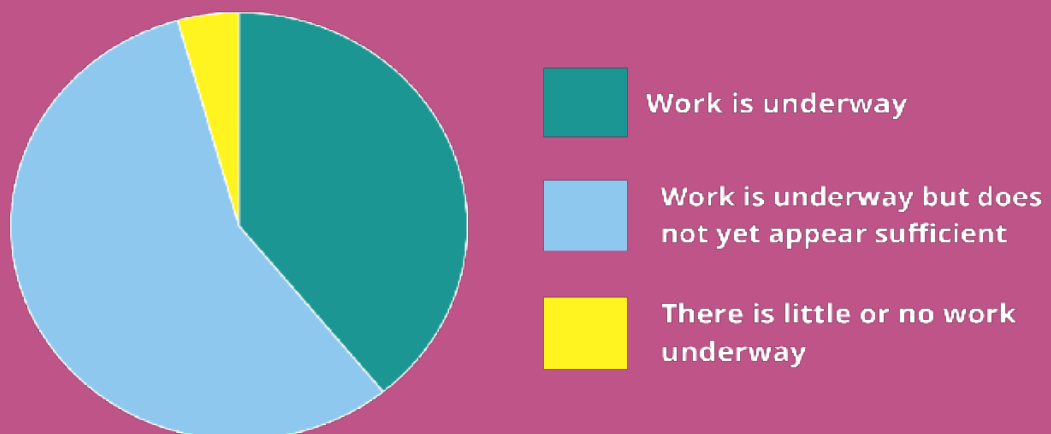
The tables in this section set out what needs to happen, what The Promise Scotland has heard through this round of engagement, who the lead organisations are and what needs to happen next.

Crucially the tables also outline the current assessment of progress in line with categorisation above.

That assessment has been made following the engagement, considering whether the work in place is currently sufficient to reach the intended outcome.

**Whilst there is a great deal of welcome, ambitious activity it is not presently sufficient. This assessment is based on the current policy and practice environment which as the promise recognised is not consistently fit for purpose.**

The diagram below captures the current status of work in relation to each of the priority areas;



# Priority Areas

## A Good Childhood

- Support
- Right to Education
- Relationships
- Brothers and Sisters
- Youth Justice
- Advocacy
- Moving On
- Physical Intervention

## Whole Family Support

- Family Support
- Peer and Community Support
- Service Integration
- Family Therapies



## Supporting the Workforce

- Workforce Values
- Trauma Informed
- Ongoing Relationships
- Workforce Support

## Planning

- Planning
- Investment
- Information Sharing

## Building Capacity

- Legislation
- Children’s Hearing System
- Inspection and Regulation
- Policy Coherence
- Data Mapping and Collection
- Governance Structures

# A Good Childhood



## Support

### What is required by Plan 21-24?

Every child that is 'in care' in Scotland will have access to intensive support that ensures their educational and health needs are fully met.

Local Authorities and Health Boards will take active responsibility towards care experienced children and young people, whatever their setting of care, so they have what they need to thrive.

### What has The Promise Scotland heard so far?

There is strong commitment to ensure that children and young people living in care have access to supports they need to thrive, but the context is extremely challenging with the pandemic having an enormous impact that is, as yet, not fully known.

However, increased referrals to mental health services demonstrate the extent of current unmet need.

There are difficulties monitoring whether children and young people living in and around the 'care system' have access to what they need, and organisations reported that a better understanding and use of data would promote better decision making and improve understanding of local resourcing needs.

From a structural perspective, Community Planning Partnerships, through their Children's Services Planning Partnerships, were reported as being helpful forums to plan services, however there was underlying frustration that they did not hold or pool budgets between services and did not always hold a sufficient level of seniority to ensure spending decisions could be made.

Furthermore, there were challenges around cross Local Authority and cross border placements where planning partnerships did not have sufficient information to plan services. The Joint Inspection Programme is a useful forum for holding community planning partnerships to account.

### What has been committed to so far?

So far there have been the following commitments:

- [COSLA](#) and the [Scottish Government](#) have established [The Children and Young People's Mental Health and Wellbeing Joint Delivery Board](#). It will oversee reform across education, health, community and children's services with a focus on prevention, early support and the promotion of good mental health.

- National Children's Services Plans criteria are being reviewed in the **winter of 2021** which could drive better planning for care experienced children and young people.

# A Good Childhood



## Support

- there is an outstanding [2019 Programme for Government](#) commitment to ensure free NHS dental care for all care experienced young people that has now been expanded to all 18–25-year-olds.

### Who are the lead organisations?

[COSLA](#) and the [Scottish Government](#) have taken on lead responsibility for this outcome in relation to Mental Health and Wellbeing. More broadly, Community Planning Partnerships and Children’s Services Planning Partnerships have a key role to play. [Care Inspectorate](#) and The Joint Inspection Programme has significant responsibility in terms of accountability and assurance

### Links, Next Steps and Assessment:

#### **Work is underway but does not yet appear sufficient.**

There is commendable work but not a clear strategic plan for the implementation of this action for the period of Plan 21-24.

The Promise Scotland will support change through the **Investment** action to ensure there are well communicated ways to share and pool resources to ensure that children ‘in care’ are supported with appropriate regulation of their registered care services.

Better understanding of **Data** in terms of what matters to children and young people will drive and support the planning of supports that work for those who need them.

Monitoring of this action will be focused on movement across the shift in access to services, ensuring that care experienced children and young people are a priority for Local Authority and Health Boards in the planning and provision of the range of universal and intensive services.

**Inspection** across all the national bodies with inspection and scrutiny responsibilities must ensure that there is whole system-based accountability.

# A Good Childhood



## Right to education

### What is required by Plan 21-24?

Care experienced children and young people will receive all they need to thrive at school. There will be no barriers to their engagement with education and schools will know and cherish their care experienced pupils.

School improvement plans will value and recognise the needs of their care experienced pupils with robust tracking of attendance and attainment so that support can be given early.

Care experienced young people will be actively participating in all subjects and extra-curricular activities in schools.

The formal and informal exclusion of care experienced children from education will end.

Schools will support and ensure care experienced young people go on to genuinely positive destinations, such as further education or employment.

### What The Promise Scotland has heard so far?

Responsibility sits across [Scottish Government](#), Local Authorities and [Education Scotland](#).

Commitment is high, but with ongoing persistent attainment challenges for care experienced children and young people.

Many Local Authorities are using the virtual head teacher model or employing specific staff to work with their care experienced population on education and attainment.

There are various funds that attach to this work including but not limited to:

[Supporting Young People through Mentoring and Leadership Programme](#)

[Scottish Attainment Challenge](#)

[Care Experience Children and Young People's Fund](#)

[Young Persons Guarantee](#)

The [Scottish Attainment Challenge Programme](#) is being reconfigured. Care experienced children and young people are included, are their rights to coordinated support plans under the [\(2004\) Additional Support for Learning Act](#), will be reinforced.

# A Good Childhood



## Right to education

### What has been committed to so far?

- there are high levels of commitment within Local Authorities and they hold responsibility for school improvement plans. The [Scottish Government](#) will encourage Local Authorities to provide evidence of attendance and attainment in the tracking of the [Care Experience Children and Young People's Fund](#).
- the [Scottish Government](#) will invest £19.4 million over the next 6 years in mentoring and leadership programme for care experienced and disadvantaged young people with intended reach up to 15,000 young people and 300 schools. A Development Board has been set up to support this work with membership. In addition, £11.5m is being provided to local authorities in 2021-22 to raise attainment of care experienced children and young people as part of the expanded £1 billion [Attainment Scotland Fund](#).
- the [Scottish Government](#) are working through the [Scottish Advisory Group on Relationships and Behaviour in Schools \(SAGRABIS\)](#) on the ending of the formal and informal exclusion from education and are committed to achieving the outcome by 2024. [SAGRABIS](#) states it has agreed a suite of strategic actions which will further develop as data in relation to exclusion and support approaches are identified.
- over 2020/21 [The Young Persons Guarantee](#) has been funded to £60million to create 18000 additional and enhanced opportunities for young people and actively supporting young people leaving care.

### Who are the lead organisations?

The Right to Education is a statutory responsibility and therefore the [Scottish Government](#), [COSLA](#), Local Authorities and [Education Scotland](#) all have direct lead responsibility.

### Links, Next Steps and Assessment:

**Work is underway but does not yet appear sufficient.**

This action is closely linked to the [Moving On, Data Mapping and Collection](#) and [Investment](#) actions, but there is a need for improved pace and quality of action to ensure the rights of care experienced children and young people to co-ordinated support plans under the Additional Support for Learning legislation, are fully met and delivered.

# A Good Childhood



## Relationships

### What is required by Plan 21-24?

All children living in and around Scotland's 'care system' will be maintaining safe, loving relationships that are important to them.

There will be no barriers to 'contact' and children will be supported to have time with people they care about.

### What The Promise Scotlant has heard so far?

There is a lot of activity around the upholding of relationships between brothers and sisters. Many organisations reported that [the promise](#) provided a clear focus on how important relationships are to children and young people, and that this has had a significant impact on how 'care experienced' children and young people are supported and listened to.

However, relationships remain a significant concern, with Covid-19 having a huge impact on the ability of care experienced children to maintain relationships with their families (considering family contact in the very broadest sense), friends and other people they care about. [The Children \(Scotland\) Act 2020](#) uses a broad definition of 'sibling', and Local Authorities have a duty to promote regular, personal relations and direct 'contact'.

There has been a lot of discussion about the workforce shifting to relationship-based practice, and this is an area that can be supported through activity on [Inspection and Regulation](#), [Workforce Values](#) and [Workforce Support](#) actions.

The Promise Scotland was a member of the National Advisory Group supporting the development of the forthcoming practice guidance in relation to duties changing.

### What has been committed to so far?

● the [Scottish Government](#) will publish, the 'Brothers and Sisters Practice Guidance' in **July 2021** that will include the importance of the broad definition of 'sibling.'

### Who are the lead organisations?

Maintaining relationships is a practice issue without legislative underpinning, therefore the key organisations are:

Local Authorities  
Care Providers  
Advocacy and Legal services Providers  
[SSSC](#)  
[Care Inspectorate](#)

# A Good Childhood



## Relationships

### Links, Next Steps and Assessment:

**Work is underway but does not yet appear sufficient.**

Monitoring of care experienced children and young people's ability to maintain safe, loving relationships is required and means that the **Data** used, and **Inspection and Regulation** frameworks, must be based on what matters to children, young people and their families.

The Promise Scotland will identify resources to support this action.

# A Good Childhood



## Brothers and Sisters

### What is required by Plan 21-24?

Scotland will stop the practice of separating brothers and sisters, unless for reasons of safety.

Relationships between brothers and sisters will be cherished and protected across decision making and through the culture and values of the people who care for them.

### What The Promise Scotland has heard so far?

Work to keep brothers and sisters together has been a long standing, cross sector campaign and has significant commitment across Scotland.

Legislation is now in place that introduces a requirement for services responsible for the care and welfare of looked after children and young people to promote their relationships with brothers and sisters, and further protections in relation to the **Children's Hearings System** were introduced in [The Children \(Scotland\) Act 2020](#).

Local Authorities are developing work to implement this legislation, for example through redesign of their family placement services.

There is recognition that supporting siblings to stay together requires a national approach, supporting the 32 local authorities to find solutions and ensure there are places and carers ready, resourced and well supported to provide a loving home for sibling groups.

Whilst commitment is high, there is concern about whether there is sufficient availability and flexibility of homes for sibling groups and anxiety around the application of the legislation. Hence the need for a rolling planning process under the **Planning** action.

There are difficulties in recording and monitoring decisions in relation to brothers and sisters being kept together and whether their relationships are being upheld, and there is currently no baseline data to understand the extent of separation.

### What has been committed to so far?

- Practice Guidance for the new legislative duties will be published in **July 2021**.



# A Good Childhood



## Brothers and Sisters

### Who are the lead organisations?

This outcome is based on statutory and practice responsibility and lead organisations are:

Local Authorities

[COSLA](#)

[Scottish Government](#)

Care providers

[CHS](#)

[SCRA](#)

### Links, Next Steps and Assessment:

**Work is underway but does not yet appear sufficient.**

As with action to maintain all relationships, there is clear need to ensure the monitoring of care experienced children and young people's ability to maintain safe, loving relationships.

That will mean that the **Data** used and the **Inspection and Regulation** frameworks uphold what matters to children and young people.

# A Good Childhood



## Youth Justice

### What is required by Plan 21-24?

The disproportionate criminalisation of care experienced children and young people will end.

16- and 17-year-olds will no longer be placed in Young Offenders Institutes for sentence or on remand.

There will be sufficient community-based alternatives so that detention is a last resort.

Children who do need to have their liberty restricted will be cared for in small, secure, safe, trauma-informed environments that uphold their rights.

### What has been heard?

There is a high level of commitment to this agenda across Scotland. A 'Rights Respecting' approach is being adopted in the [Scottish Government](#) and Youth Justice Improvement Boards with [Vision and Priorities](#) published in June 2021. It is set in the context of implementing [the promise](#).

There is a shared understanding that work on youth justice goes hand in hand with **Whole Family Support** and that it needs to be built on better support for families in every area of their lives. Links are being made across policies and strategies including poverty, violence against women and girls, substance use, health, housing and homelessness, education and community safety.

[Police Scotland](#) has led tests of change regarding non-criminalisation of children in residential care in both Greater Glasgow and Dumfries & Galloway. The outcomes will provide invaluable evidence and help identify future direction for policy in relation to all care experienced children and young people.

[Police Scotland's](#) 'Not at Home' policy for children and young people in residential care will be rolled out across Scotland during 2021/22. This provides a shared responsibility of the risk involved in missing episodes while also ensuring the police involvement is proportionate and appropriate.

There is widespread recognition that there needs to be investment in community-based support for children and young people in conflict with the law.

# A Good Childhood



## Youth Justice

### What has been committed to so far?

- [The Rights-Respecting Approach to Justice for Children and Young People Action Plan 2021-22](#) was published in June. It sets out work to map community alternatives, establish best practice and gaps, and promote local planning to invest in alternatives. The aim is to deliver consistent approaches which provide the judiciary and others with confidence in alternatives.
- actions beyond 2022 will include legislative change, further expansion of the [Whole System Approach](#) through delivery of the Vision, including diversion and community alternatives and work to remove under 18s from [HMYOI Polmont](#) on remand or through sentence.
- The SNP manifesto includes commitment to investing in an expansion in diversion from prosecution and of community justice services including alternatives to remand and custodial sentences.
- the new [Community Justice strategy](#) is expected to be finalised in Spring 2022 alongside an updated Outcomes, Performance and Improvement Framework (OPIF) and the outcome of exploration of legislative options for a sustainable reduction in the prison population.
- in June 2021, the [Children and Young People's Centre for Justice](#) published the latest revision of '[A Guide to Youth Justice in Scotland: policy, practice and legislation.](#)'

### Who are the lead organisations?

This work is underpinned by statutory and practice responsibility, with [Scottish Government](#)  
[Police Scotland](#)  
[COSLA](#)  
[Scottish Sentencing Council](#)  
Young Offender Institutions and Secure Care Providers  
[Care Inspectorate](#)  
[Children and Young People's Centre for Justice \(CYCJ\)](#) and [Community Justice Scotland \(CJS\)](#)  
both have responsibility to drive practice and culture change. both

### Links, Next Steps and Assessment:

#### Work is underway.

Greater pace required to remove 16- and 17-year-olds from YOI provision.

Partnerships are strong with vision and strategy clear. [CYCJ](#) and [CJS](#) have a critical role to play in driving change and The Promise Scotland will partner with them to monitor the achievement of this outcome.

In the Autumn 2021, [CYCJ](#) are launching a consultancy service to support the development of community-based alternatives to custody.

# A Good Childhood



## Advocacy

### What is required by Plan 21-24?

All care experienced children and their families will have access to independent advocacy at all stages of their experience of care.

Advocacy provision will follow the principles set out in [the promise](#).

Care experienced children and young people will be able to easily access child centred legal advice and representation.

### What The Promise Scotland has heard so far?

Advocacy at The Children's Hearings, [section 122 of Children's Hearings Scotland Act 2011](#) came into force in November 2020. This requires the Chair of Panel at a Children's Hearing to inform the child of the availability of advocacy services. This is only one part of the importance of advocacy for children and families.

[Plan 21-24](#) makes clear that Advocacy provision must follow the principles of [the promise](#) and currently there is no clear route map for ensuring care experienced people can access lifelong advocacy.

Many Local Authorities recognised and were investing in advocacy beyond the **Children's Hearings System** expectations, but that was not universal and often dependent on placement.

Sometimes there are multiple advocacy services offered to children that are not joined up and there is a lack of standards and regulation.

Representation for under-fives was raised as a gap in current provision, as well as the scarcity of family advocacy provision that supports families engaging with the 'care system.'

There is a lack of specialised child rights lawyers who have skills and knowledge to advocate and support children in legal proceedings.

This outcome is linked to **Whole Family Support** actions around the need for **Peer and Community based support** as well as the **Children's Hearings System** action.

# A Good Childhood



## Advocacy

### What has been committed to so far?

- [2019-20 Programme for Government](#) committed an initial budget of £1.5 million for the implementation of [section 122 of Children's Hearings Scotland Act 2011](#). Given the impact of the pandemic on the operation of the **Children's Hearings System**, that funding has been extended for 2021-22 where implementation of the duty will be reviewed.
- the [Scottish Government's Access to Justice team](#) is seeking to develop legislation to provide opportunities for targeted services from legal aid providers.
- as with other professions such as teaching or social work, to be a lawyer for children requires specialist training and skills. [CLAN Childlaw](#) are working with funders and will identify core skills and training required to be a child-centred lawyer, develop resources, set standards and explore accreditation to ensure every child has access to specialist lawyers for children.

### Who are the lead organisations?

This work has a mix of statutory and practice and professional responsibility.

[Scottish Government](#), Local Authorities and Children's Services Partnerships have key responsibility, along with advocacy and legal aid provider Local Authorities.

### Links, Next Steps and Assessment:

**Work is underway but does not yet appear sufficient.**

The Promise Scotland will look at scoping a national model for the provision of advocacy services to ensure independence and rigour in providing advocacy that is easily available across all care placements.

# A Good Childhood



## Moving On

### What is required by Plan 21-24?

Decisions about transitions for young care experienced people who move onto independent living or need to return to a caring environment, will be made based on individual need.

Each young care experienced adult will experience their transition as consistent, caring, integrated and focussed on their needs, not on 'age of services' criteria.

Housing pathways for care experienced young people will include a range of affordable options that are specifically tailored to their needs and preferences.

Youth homelessness experienced by young care experienced people will be eradicated and they will have no need for any emergency provision or for rough sleeping because options are available and planned.

### What The Promise Scotland has heard so far?

There has been a lot of progressive legislative and practice activity in this area for several years, however application of legislation is inconsistent across Local Authorities.

Some Local Authorities reported significant improvements in supporting young care leavers and taking responsibilities under the [Throughcare and Continuing Care legislation](#) seriously, with positive joined up working with through Community Planning Partnerships.

Several authorities and service providers found inspection and regulatory requirements often did not allow a flexibility of approach in relation to young people who need to return to residential or foster care, reinforcing the need for **Inspection and Regulation** frameworks to be considered by 2024.

The fact that continuing care duties are not being universally applied and upheld also re-emphasises the need for **Advocacy** and legal advice to be readily available.

### What has been committed to so far?

No overarching strategy for the implementation of the Throughcare and Continuing Care duties has been proposed.

The following actions are underway:

- [Scottish Government](#) and [Care Inspectorate](#) are working together to explore how the inspection regime can better facilitate the experience of moving on from care.

# A Good Childhood



## Moving On

- [Scottish Government](#) is developing plans for the implementation of the recommendations in the Care Leavers Homelessness Prevention Pathway, part of [Ending Homelessness Together Action Plan](#).
- [Scottish Government](#) is convening a cross policy working group on Transitions that has been established to explore how to improve moving from children and young people services to adult services, to ensure that this is done in a manner that is suitable for the individual needs of the young person.
- [CELCIS](#) is working through its continuing care and aftercare work to better understand the barriers to consistent application of policy. Output of that research is expected to report in Autumn 2021.
- [The Young Person's Guarantee](#) is working to provide the opportunity of a job, placement, training or volunteering for every 16-24 year-old in Scotland.

### Who are the lead organisations?

Local Authorities, [Scottish Government](#), [COSLA](#) and the [Care Inspectorate](#) have critical statutory and practice responsibility.

### Links, Next Steps and Assessment:

#### Work is underway but does not yet appear sufficient.

There is a need for a national strategy to implement **legislation** requirements and work to break down barriers to implementation; looking at those areas which are working well and develop these consistently.

In relation to **Inspection and Regulation**, The Promise Scotland will work closely with key organisations to ensure the legislation and regulatory frameworks allow for Local Authorities and care providers to be the 'good parent' children and young people need them to be.

# A Good Childhood



## Physical Intervention

### What is required by Plan 21-24?

All care experienced children, wherever they live, will be protected from violence and experience the safeguard of equal protection legislation.

Restraint will always be pain free, will be used rarely, and only when required to keep a child safe.

There will be well communicated and understood guidance in place that upholds children's rights and reflects equal protection legislation.

The workforce will feel supported to respond to behaviour in a trauma informed way that reflects a deep understanding of the children in their care.

### What The Promise Scotland has heard so far?

Many Local Authorities reported that restraint was no longer used in their residential placements and were working toward ensuring that its prohibition was part of agreements if children had to be placed outside of Local Authority area.

Over the course of the [Care Review](#) and through publication of [the promise](#), many care providers also reported significant reduction in the use of restraint.

However, there was acknowledgement of a lack of confidence around reporting; of the need to monitor the nature and extent of restraints; of the impact on a child's mental health through being physically restrained and alternatives used.

There was reflection that monitoring can be complex and bound to be dependent on self reporting, therefore caution was needed so as to not encourage secrecy

This is an area in which there must be a combination of strong guidance and frameworks with continuing sharing of good practice and encouraging openness through self-reporting.

### What has been committed to so far?

- [The Physical Intervention Working Group](#) will publish its work to develop rights upholding guidance in autumn 2021. That work will then go for public consultation. It is developing a national dataset for recording and monitoring the use of restraint and seclusion in schools across local authorities.

- the [Scottish Government](#) is reviewing the legal framework in relation to restraint and seclusion considering [UNCRC](#) incorporation.



# A Good Childhood



## Physical Intervention

### Who are the lead organisations?

The [Scottish Government](#) has key responsibility to ensure rights respecting guidance is in place. [COSLA](#), Local Authorities and Care Providers have key responsibility for practice and support.

### Links, Next Steps and Assessment:

#### Work is underway.

Publication of guidance will be an important step in the ensuring a Rights Respecting framework.

There is a need for this work to be part of shifts in **Data** and **Inspection and Regulation** so that Scotland tracks and monitors reduction in the use of restraint and seclusion.

[The Promise Partnership](#) has funded a partnership between [Aberlour](#) and [Kibble](#), which has included design school training. [Aberlour](#) and [Kibble](#) and are exploring the development of a community of interest to spread understanding, change and good practice in this area across the sector.

# Whole Family Support



## Family Support

### What is required by Plan 21-24?

The [10 principles of intensive family support](#) will be embedded into the practice (planning, commissioning and delivery) of all organisations that support children and their families, directly or indirectly.

- |                                     |                            |
|-------------------------------------|----------------------------|
| 1. Holistic and relational          | 6. Community Based         |
| 2. Therapeutic                      | 7. Responsive and timely   |
| 3. Non-stigmatising                 | 8. Work with family assets |
| 4. Patient and persistent           | 9. Empowerment and agency  |
| 5. Underpinned by children's rights | 10. Flexible               |

### What The Promise Scotland has heard so far?

Each of the engagements have emphasised the importance of family support in some form and examples exist in every children's services partnership and organisation that The Promise Scotland spoke to.

There was concern that kinship carers, foster carers and adoptive parents are not sufficiently considered in relation to a whole family support model. The policy environment is siloed, dislocated and does not allow for a holistic understanding of families lives.

Concern was noted across organisations about more children becoming at risk of being separated from their families, as the economic and social impact of the pandemic becomes more apparent.

The Promise Scotland is a member of the national Family Support Delivery Group which reports to the national collective leadership group for vulnerable children and young people that is jointly chaired by the Scottish Government and Solace.

In 2020, the collective leadership group produced a Vision and Blueprint for Holistic Family Support in Scotland that it intends to publish. This has received widespread support. The Family Support Delivery Group is tasked with developing a detailed work programme to achieve the Vision. Priorities have been agreed and work is now underway to scope viable activity with associated timescales.

The [Scottish Government](#) has stated that the finalised work programme will be a central mechanism by which it will aim to deliver the Plan 21-24 family support **priority area** of change.

The collective role of Children's Services Planning Partnerships will be fundamental to its effective delivery across Scotland.

The Promise Scotland is in no doubt of the ambition for change, however there is concern that the scale of ambition and change required has not been fully acknowledged.

# Whole Family Support



## Family Support

All local systems spoke about the structural and systemic challenges that are barriers to achievement such as between family support and adult support services; between education and mental health services for children and young people and with complexity arising from one third of Integrated Joint Boards (IJB) across Scotland having children and young people services within them and nearly half with delegated child health responsibilities.

Disconnected funding sources and disparate statutory responsibilities are cited as obstacles to realising this action. Strengthened messaging around the accountabilities of the IJB within each Children's Services Planning Partnership would be welcomed. Improving commissioning and procurement arrangements by aligning funding and priorities together with developing relationships, which maximise the impact of the third sector were raised as challenges at almost all our meetings. The last national review of Partnerships noted inconsistent engagement with the third sector and with adult services.

An important positive commitment in all engagement meetings was the recognition that there must be active engagement with all families who need, or may need at some point, these services. Listening and acting on the views of families was mentioned consistently and identified as an area where support from The Promise Scotland and others, could fill a gap in capability.

### What has been committed to so far?

- the Family Support Delivery Group will lead the national effort and influence local priorities. Its work programme will set priorities, milestones and outputs to achieve this action.

In addition to the Family Support Delivery Group work, the [Scottish Government](#) has committed to:

- working with partners to agree an approach to implementing the recommendations of the [Review of Care Allowances](#). No timescale provided.
- a Kinship Collaborative has been set up following a [2019 Programme for Government](#) commitment with the intention of resolving the variation in support for kinship carers. The new Kinship Care Advice Service for Scotland includes a range of support, such as a helpline for kinship carers.
- there is outstanding [2019 Programme for Government](#) commitment to extend entitlement to funded early learning and childcare provision to two-year-olds whose parents are care experienced.

# Whole Family Support



## Family Support

### Who are the lead organisations?

At local level, the 32 Children's Services Partnerships including the third sector, have responsibility for need, planning, resourcing, commissioning and delivering services/ supports for children and families. Annual reporting is required.

The [Scottish Government](#) plays a significant lead in setting the national strategic and legislative context. Members of the jointly chaired the Family Support Delivery Group are tasked with developing actions, priorities and the work programme.

### Links, Next Steps and Assessment:

#### **Work is underway but does not yet appear sufficient.**

The Promise Scotland will support and work with others to embed the systematic engagement of families in the redesign of intensive family support services.

Scrutiny, **Inspection and Regulation** requirements should focus attention on what is delivered and how.

The Promise Scotland will work with partners on developing the human and economic cost model to support **Investment** across children's services in intensive family support.

# Whole Family Support

## Peer and Community Support



### What is required by Plan 21-24?

There will be a consistent, national approach to ensure there are places in every community for parents of young children to meet other local parents, to stay and play with their children, and get support and advice.

### What The Promise Scotland has heard so far?

The impact of the pandemic has meant that local children's services have built on existing partnerships, seizing opportunities to innovate, such as early learning and childcare community hubs, and using schools as community hubs. Dynamic, local partnerships across sectors have been fostered and there is determination not to lose the gains achieved.

The Promise Scotland heard good examples across Scotland of local areas building on this experience to prepare for the 2021 summer holiday play programme.

Local areas wanted to ensure that the flexibility demonstrated during the pandemic should be the model for future development and achievement of this action. Additionally, that Children's Services Partnerships should be given the scope to develop community-based facilities and support for families, as part of a consistent, national approach.

A small number of Partnerships highlighted the opportunities to make better use of the school estate, the investment in early learning and childcare settings, and to make better connections with current or potential community supports - especially those delivered via the third sector and local voluntary groups.

### What has been committed to so far?

No comment on the overall action required for this action was offered by the [Scottish Government](#). The Family Support Delivery Group will consider if it fits within its work programme.

The [Scottish Government](#) did highlight work it is supporting across rural and island communities:

- the [James Hutton Institute's](#) Development of the Rural Communities' strand of its Scottish Government supported Strategic Research Programme will identify appropriate opportunities to build a care-experienced-related strand into forthcoming projects from the **summer of 2021**.

# Whole Family Support



## Peer and Community Support

● the [National Rural Mental Health Forum](#) is to identify a potential network of care-experienced young people to take forward a targeted workshop to cover some of these issues.

Several largely rural and island Children's Services Partnerships highlighted work to support children, young people and families who might otherwise be isolated. However, the impact of isolation and stigma experienced by those with care experience or on the edge of care, was also acknowledged.

### Who are the lead organisations?

This is a practice and delivery issue with responsibility sitting with Children's Service Partnerships and [Scottish Government](#) having investment responsibility.

### Links, Next Steps and Assessment:

#### Work is underway but does not yet appear sufficient

The Promise Scotland would support and work with others to embed systematic engagement of families in the redesign of intensive **Family Support** services if a national approach is developed.

Similarly, The Promise Scotland will work with partners on developing the human and economic Cost Model to support **Investment** across children's services in intensive family support.

# Whole Family Support



## Service Integration

### What is required by Plan 21-24?

Scotland's family support services will feel and be experienced as integrated to those who use them.

### What The Promise Scotland has heard so far?

The request for support from most Children's Services Partnerships was to support their ambition to engage meaningfully with families to understand if services are experienced as integrated, for example with adult services, and if not, how they can be redesigned. This was reinforced by members of the Children and Families sub-committee of the [Coalition of Care and support Providers in Scotland \(CCSP\)](#). The importance of linking this work with implementation of [The Independent Review of Adult Social Care in Scotland](#) was also mentioned.

The ambition of the [Getting It Right For Every Child \(GIRFEC\)](#) refresh is to allow the opportunity to develop therapeutic family relationships and opportunities for positive support at an early stage. Despite general recognition that this will be complex and challenging to measure, there is no disagreement that this is one of the actions that will help measure the effectiveness of a transformed care system and is therefore closely linked to the [Data Mapping and Collection](#) action.

Transitions are integral to the extent to which support is experienced and integrated, so is also linked to action around [Moving On](#).

### What has been committed to so far?

- the Family Support Delivery Group will consider this action as part of its work programme during the period of [Plan 21-24](#).

### Who are the lead organisations?

[Scottish Government](#) has overarching lead responsibility in setting a service integration strategy. There are multiple strands of services and policy that impact on families lives. Delivery responsibility sits clearly with Community Planning Partnerships and associated Children's Planning Partnerships.

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**

The Promise Scotland will support and work with others to embed systematic engagement of families in the redesign of and investment in, intensive family support services.

# Whole Family Support



## Family Therapies

### What is required by Plan 21-24?

All families will have direct and clear access to family therapies and specific support across a range of issues, so that accessing support is seen as something that a range of families may need throughout life.

### What The Promise Scotland has heard so far?

There has been considerable and welcome investment and engagement in developing a **Trauma-Informed** workforce in children's services as referenced in the **Trauma-Informed** outcome.

Intensive family support is an area of expertise that the [Scottish Government's Office of the Chief Social Work Adviser](#) (OCSWA) is committed to understanding and developing as part of Social Work advanced practice. OCSWA is committed to supporting courageous conversations with families together with long-term, meaningful and caring support - which can be the catalyst for the change families need to care for their children in their own homes. This is closely aligned to the support required for adoptive, kinship and foster families.

### What has been committed to so far?

- the Family Support Delivery Group will consider the work required to develop and achieve this action in its work programme.

### Who are the lead organisations?

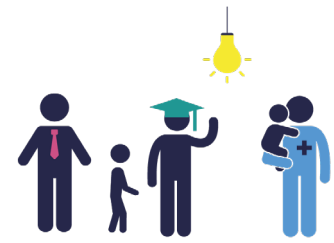
The Family Support Delivery Group has key responsibility within [Scottish Government](#), with Community Planning Partnerships having key delivery responsibility.

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**



# Supporting the Workforce



## Workforce Values

### What is required by Plan 21-24?

There will be a national values-based recruitment and workforce development framework in place and adhered to by all organisations and professions involved in supporting children and their families.

### What The Promise Scotland has heard so far?

Engagement was focused on the critical need to uphold the [UNCRC](#) and **#KeepThePromise** through a skilled, motivated, trauma-informed and resilient workforce which is key to developing trust and building supportive relationships with children and families.

There was no reduction in the commitment to a compassionate decision making culture for children and families, but many reported that the impact of the pandemic was profound in being able to create and sustain a culture that can confidently manage a reflective approach to risk.

The importance of having shared values and understanding across disciplines was acknowledged, with many identifying values-based recruitment as a current focus. However, it was also recognised that this is not always straightforward.

Children's Services Planning Partnerships are critical places to drive leadership and partnership approaches across practitioners, but there is still a need for improvement in shared understanding across different agencies and organisations.

Some organisations stated that they would value a refresh of the [Common Core](#) framework that had previously received good engagement across professional bodies.

### What has been committed to so far?

● the [Scottish Government](#) has committed to workforce planning around services and support for Children, Young People and Families that will follow a holistic approach to ensure continuity from historic and current policies to future national policy initiatives in health, social services and the delivery of national outcomes delivered by implementation of [GIRFEC](#), [UNCRC](#) and [the promise](#).

● [SSSC](#) will review all codes of practice to provide a framework to uphold a rights and relationships-based approach.

● [OCSWA](#) will ensure all development work will include commitment to continued professional development to maintain competence in practice as legislation, policy and guidance changes. The promotion of anti-discriminatory practice, dignity and respect, and the recognition of unconscious biases will also continue.

# Supporting the Workforce



## Workforce Values

### Who are the lead organisations?

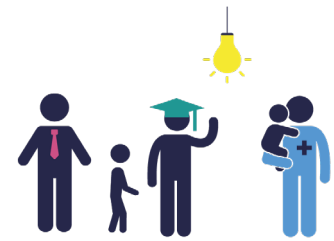
Professional Regulators have a responsibility to set the framework, and [COSLA](#) and the full range of care providers (independent, statutory and third sector) have responsibility for creating and sustaining a caring culture.

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**

[The Promise Partnership](#) programme has funded increased workforce capacity in many Children's Services Planning Partnerships. The Promise Scotland will build on that network of support and capability, linking with work happening with [SSSC](#) and [Scottish Government](#).

# Supporting the Workforce



## Trauma-informed

### What is required by Plan 21-24?

Organisations that have responsibilities towards care experienced children and families and those on the edge of care will be able to demonstrate that they are embedding trauma informed practice across their work and within their workforce.

### What The Promise Scotland has heard so far?

Trauma informed practice is discussed in every setting of care and across agencies and organisations with responsibility toward children and families, with many organisations acknowledging that they are uncertain about how to embed it as an approach.

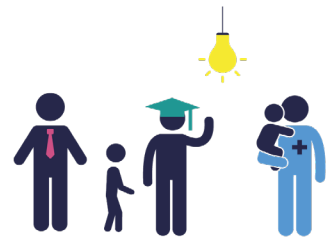
This is particularly the case where there are stresses in supporting and maintaining a stable children's workforce.

[The National Trauma Training Programme \(NTTP\)](#) was set up to develop a set of resources to promote and implement trauma informed practice in Scotland. Its focus will be upon the key drivers for sustainable change, including trauma informed leadership, staff and organisational wellbeing, shared power, workforce knowledge and skills and trauma informed organisations.

Several Local Authorities had comprehensive programmes underway to support trauma informed understanding across the workforce.

### What has been committed to so far?

# Supporting the Workforce



## Trauma-informed

The National Trauma Training Programme will:

- Build capacity for trauma informed practice through a newly established network of Trauma Champions. These champions are senior leaders representing the majority of local areas across Scotland and will be supported to help influence change across all sectors of the workforce through a programme of collaborative learning and leaders training provided by the Improvement Service and NHS Education for Scotland (NES)

The [Scottish Government](#) has committed to the following timeline by **March 2022** :

- Development and roll out of trauma training resources to support Social Workers
- Development and delivery of tailored trauma training resources for people supporting care experienced babies, children and young people.
- Development of a delivery plan to explore how trauma training can be incorporated into professional education routes and Continued Professional Learning (CPL) opportunities across all sectors of the workforce.
- Collation and dissemination of good practice examples and case studies of where trauma informed practice has been successfully implemented.
- Continued engagement with a range of stakeholders to ensure that the workforce, as well as parents and carers, have the confidence, knowledge and skills to support care experienced babies, children and young people who may be impacted by trauma.

### Who are the lead organisations?

There are a number of organisations that have a responsibility for training and support around trauma. Those with lead responsibility are:

[NHS Education for Scotland](#)  
[Scottish Government](#)  
Children's Services Partnerships  
[COSLA](#)

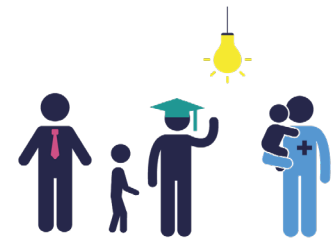
### Links, Next Steps and Assessment

**Work is underway.**

There are key links with outcomes in relation to **Family Therapies**.

The Promise Scotland will monitor progress, and scope whether there is work that could be developed alongside to consider the needs of care experienced children and families.

# Supporting the Workforce



## Ongoing Relationships

### What is required by Plan 21-24?

There will be no blanket policies or guidance that prevent the maintenance of relationships between young people and those who care for them. Settings of care will be able to facilitate the protection of relationships that are important to children and young people.

### What The Promise Scotland has heard so far?

Many organisations have reported that the publication of [the promise](#) allowed them to undertake a new approach to support relationships between young people and those who care.

There was widespread commitment for the upholding and protecting of relationships, with the need to ensure those who cared had time, space and support to continue to care.

There is welcome action but a need to develop a strategy with measures that can demonstrate shift in practice.

### What has been committed to so far?

- the [SSSC](#) will review its codes of practice **by 2023** taking a rights and relationships upholding perspective on what needs to change.
- the [SSSC](#) will work with The Promise Scotland to drive new ways of communicating to the workforce and employers the important of relationships-based practice and values.
- the [Care Inspectorate](#) have given relationships greater prominence in the new quality improvement frameworks that underpin inspections.

### Who are the lead organisations?

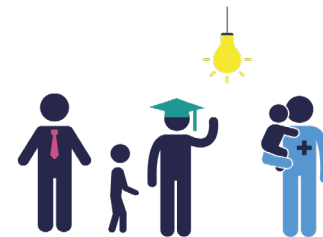
The [SSSC](#) and [The Care Inspectorate](#) have responsibility for setting the framework, but the full range of care providers have key practice responsibility to encourage the maintenance of safe, kind relationships between children and young people and those who care for them.

### Links, Next Steps and Assessment

#### Work is underway.

The Promise Scotland will work with [SSSC](#) to scope the development of relationships-based practice support, awareness raising with key markers of success that can demonstrate a shift in ways of working.

# Supporting the Workforce



## Workforce Support

### What is required by Plan 21-24?

A new framework of support will be in place to ensure people involved in the care of care experienced children and young people feel valued, encouraged and have supportive relationships for reflection with high quality supervision and environmental conditions.

### What The Promise Scotland has heard so far?

Across organisations there was a clear understanding and acknowledgement that the 'care system' is experienced through the people that work, volunteer and care, in and around it.

Local Authorities and Children's Services Planning Partnerships consistently stated that the workforce is their biggest asset, but also had significant concerns about retention, recruitment and culture changes. Retention and promotion were highlighted as being particularly challenging in more remote rural areas. Improved succession planning to support emerging leaders was also noted.

The impacts of the pandemic on working conditions many staff had faced was also highlighted, reinforcing the importance of ensuring there is support to enable those staff to recover.

Some Local Authorities are in the process of recruiting to posts specifically intended to support the wider workforce to coordinate activity to **#KeepThePromise**.

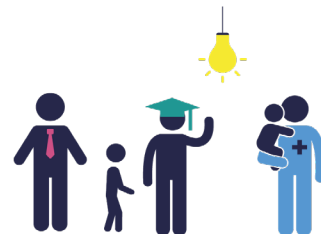
[Police Scotland](#) have developed an internal lived experience group of officers and police staff who are care experienced. This group will provide an all-inclusive view of policing services delivery for people with care experience, particularly looking to reduce stigma.

Much of this work in relation to this outcome aligns with work under **Workforce Values**.

### What has been committed to so far?

- as with commitments under **Workforce Values**, The [Scottish Government](#) has committed to leading workforce planning around services and support for children, young people and families that will work to support those who care.
- the [SSSC](#) is reviewing all its codes of practice **by 2023** that should have at its core the need to facilitate support for the workforce as well as framing the regulatory environment for practitioners.

# Supporting the Workforce



## Workforce Support

### Who are the lead organisations?

A significant range of organisations have responsibility for ensuring the workforce are fully supported. Those with a key role are:

Professional Regulators

Children's Services Partnerships

[COSLA](#)

[Scottish Government](#)

[SSSC](#)

[Police Scotland](#)

Care Providers

### Links, Next Steps and Assessment

**Work is underway, but does not yet appear sufficient.**

The Promise Scotland will monitor the work around the development of a workforce support framework, offering support and guidance as required.

# Planning



## Planning

### What is required by Plan 21-24?

Scotland will have a national, strategic planning process in place that ensures that children who are cared from away from their family of origin 'belong to a loving home.'

The planning process will reflect the needs of Scotland's children and young people whilst operating with the expectation that more children will remain with their families.

It will reflect the principles of [the promise](#) ensuring:

- ▶ Scotland's most vulnerable children are not profited from;
- ▶ standards of care are consistent;
- ▶ end to the selling of care placements to Local Authorities outside Scotland and;
- ▶ acute and crisis services are phased out to promote early intervention and prevention.

### What The Promise Scotland has heard so far?

Throughout engagements, the need for a national process to manage the provision of care placements was highlighted.

Organisations relayed concerns around the availability of placements to ensure brothers and sisters live together, along with concerns from several Local Authorities about the perceived increase in relation to children being sent from English Local Authorities to residential care homes in Scotland. This was making it difficult for Local Authorities to plan services and support.

Some organisations highlighted the power of commissioning to ensure [the promise](#) was embedded in practice expectations

There is movement and commitment to a strategic planning process around Secure Care, and whilst there needs to be a clear process around Residential and Foster Care, this is a welcome first step.

The [Scottish Government's](#) commitment to reducing cross border placements into Secure Care is welcome, however there are concerns that cases continue to arrive at the Court of Session in relation to the placement of children in Scotland from English Local Authorities into residential children's homes that is at odds with the policy intention of [the promise](#).





## Planning

### What has been committed to so far?

- the [Care Inspectorate](#) has formed a working group and is engaging with the Scottish Government.
- the [Care Inspectorate](#) has developed an information-sharing protocol with [Ofsted](#) and a process for escalating concerns where a child or young person is placed outside Scotland, meaning the [Care Inspectorate](#) is left with no locus. Additionally, a group has been established to examine the challenges around cross border placements to improve notification processes.
- [Scottish Government](#) is committed to reducing the numbers of cross border placements into Secure accommodation and work has begun with [COSLA](#), Secure Care Services and [Scotland Excel](#) to explore new funding mechanisms, particularly considering the need to remove 16- and 17-year-olds from Young Offenders Institutions, as per the [Youth Justice](#) action.
- the Kinship Care Collaborative, set up under a [2019 Programme for Government commitment](#), is intended to resolve the significant variation in support for kinship carers across Scotland.

### Who are the lead organisations?

There are a number of groups facilitated by [Scottish Government](#) and/or [COSLA](#) that have key responsibility including The Kinship Care Collaborative and The Secure Care Group.

Overall, The [Scottish Government](#), [COSLA](#) have key responsibility, with [Care Inspectorate](#) having a vital role in monitoring and assurance.

[Scotland Excel](#), Secure Care Providers and Young Offenders Institutions provision have a key role to play.

### Links, Next Steps and Assessment

#### **Work is underway but does not yet appear sufficient.**

There is critical need to prioritise planning for siblings, secure care and youth justice to ensure policy and legislative commitments are enacted.

With the [English Care Review](#) publishing its [Case for Change](#) in June 2021, there is a need for understanding and cooperation across the four nations of the UK to understand the consequences of each nation's approach to placements.



## Investment

### What is required by Plan 21-24?

**Investment** in the lives of children and families will be considered strategically and holistically in the context of their experiences.

The human and economic cost modelling that underpinned [Follow the Money](#) and [The Money](#) reports will be embedded into organisational and budgeting processes across Scotland. That process will have involved organisations working together to spread investment, align budgets and pool resources.

### What The Promise Scotland has heard so far?

Interest in adopting and rolling out the human and economic cost model that underpinned [Follow the Money](#) has been high across all meetings to date and potential alignment with existing work programmes is strong, including but not limited to:

- ▶ wellbeing economy approach
- ▶ social Innovation Partnership (SIP) projects
- ▶ family support work
- ▶ planning for children's services
- ▶ child poverty
- ▶ participatory budgeting
- ▶ procurement and commissioning

There is a need to ensure cohesion and collaboration in the roll out. Using money and investing differently to make a genuinely transformational and sustainable shift in services and outcomes requires high levels of joint working across multiple work programmes and organisations.

It also requires a focus on the scrutiny landscape. The **Inspection and Regulation** of services influences what is delivered and, whilst there is high interest and appetite for change, at the moment, these landscapes are disconnected.

Achieving the actions required by [Plan 21-24](#) needs connection and cohesion with existing scrutiny and governance frameworks redesigned to align with what services need to deliver to meet the needs of children and families.

# Planning



## Investment

### What has been committed to so far?

- the [Clackmannanshire Alliance](#) have committed to using the human and economic cost model approach during 2021/22 to progress work on using money differently, beginning in Clackmannanshire.
- building on the Partnership's work to develop their Strategic Needs Assessment and Children's Services Plan, The Promise Scotland will help them identify how much they are currently spending, directly and indirectly, on children and families in and around the 'care system'. Following this, the [Clackmannanshire Alliance](#) and The Promise Scotland will jointly design a model for how that money could be spent more effectively in future in the area, to improve outcomes and deliver better value for money. Within this, the extent of strategic investment required to achieve that vision, and innovative ways of delivering that investment will be identified.
- in doing so, exploration of how to pool resources across the partnership and how to develop and implement family-based resourcing plans on a cross-partnership basis will take place.

### Who are the lead organisations?

The Promise Scotland, [Clackmannanshire](#) and [Scottish Government](#) are lead organisations in the current stage of this work.

There are several organisations that will play a key ongoing role, including but not limited to [COSLA](#), local authorities and third sector organisations.

### Links, Next Steps and Assessment

**Work is underway.**

#### Timeline:

The route map and engagement strategy developed by **late Summer 2021** will determine a timeline and process that can be scrutinised and monitored.

The governance and accountability framework completed by **Autumn 2021** will provide a structure which can be used to ensure progress is on track.

A programme for scaling and expanding this work during [Plan 21-24](#) will be produced by the end of 2021-22.

# Planning



## Information Sharing

### What is required by Plan 21-24?

Organisations with responsibilities towards children and families will be confident about when, where, why and how to share information with partners.

Information sharing will not be a barrier to supporting children and families.

### What The Promise Scotland has heard so far?

Concerns about information sharing are ongoing and the commitment to a refresh of [Getting It Right For Every Child](#) (GIRFEC) has been welcomed across many organisations.

For Local Authorities in particular, information sharing across authorities on different communication platforms and databases were obstacles to change which need further focus and resource. Some Local Authorities were reviewing their practices, learning from changes that were put in place in response to the pandemic.

There were ongoing concerns about the sharing of the personal data of children and families.

The importance of joining up [GIRFEC](#), [the promise](#) and the [UNCRC](#) was seen as critical for many organisations.

### What has been committed to so far?

- the [Scottish Government](#) has committed to a refresh of [GIRFEC](#) including an information sharing charter for the workforce.
- this group is engaging with children and young people to get their input and there will be a final consultation period.
- the aim is to get to publication phase in **late 2021**.

### Who are the lead organisations?

The [Scottish Government](#) and [COSLA](#) have lead responsibility to overcome barriers, with practice responsibility sitting with care providers, Local Authorities and Health Boards.

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**

Assessing the range of activity in relation to building confidence requires monitoring and evaluation.



## Legislation

### What is required by Plan 21-24?

Over the course of the next Parliamentary term, there will be identifiable progress made towards ensuring Scotland's legislative framework around the breadth of the 'care system' is coherent and cohesive, upholds the conclusions of the [Care Review](#) and is compliant with the [UNCRC](#).

### What The Promise Scotland has heard so far?

There is a strong understanding across organisations that to fully implement the [UNCRC](#) and [the promise](#) there must be action to amend existing legislation.

There was concern raised in relation to pace, with there needing to be a full consideration of the unintended consequences of legislative reform

Furthermore, there are parts of [Plan 21-24](#) that will require urgent legislative changes to progress outcomes such as [Youth Justice](#).

There is need for planning for legislative changes in relation to the [Children's Hearings System](#) and [Inspection and Regulation](#)

### What has been committed to so far?

- there are clear commitments to review the legislative underpinning of the [Children's Hearings System](#).
- the Kinship Care Collaborative has remit to consider the legislative framework for kinship care.
- [Scottish Government](#) has set up a UNCRC Strategic Implementation Board which could be a useful space to consider legislative compliance.
- the [GIRFEC](#) refresh and national practice model will be core pillars that underpin all new legislation and guidance.

### Who are the lead organisations?

The [Scottish Government](#) has primary responsibility for legislation, but must ensure collaboration and engagement from key organisations with statutory responsibility for delivery.

# Building Capacity



## Legislation

### Links, Next Steps and Assessment

**Work is underway.**

The Promise Scotland will facilitate the work of the **Children's Hearings System** working group that will consider the legislative change.



## Children's Hearings System

### What is required Plan 21-24?

The **Children's Hearings System** will have gone through a redesign process.

That redesign process will bring together children and families, and organisations that hold the responsibility, to rethink the structures, processes and legislation that underpin the **Children's Hearings System**. The aim will be to ensure there are coherent, cohesive and collaborative proposals on an operating framework for the **Children's Hearings System** that has been designed with children and families. That redesign process will be underpinned by:

- ▶ giving effect to [the promise](#);
- ▶ ensuring compliance with the [UNCRC](#),
- ▶ upholding the original intention of [The Kilbrandon Report](#), that children involved in offending need care and protection; and
- ▶ ensuring the **Children's Hearings System** and The Courts can facilitate child friendly justice that upholds children's rights and enables their effective participation.

### What The Promise Scotland has heard so far?

There are high levels of commitment across organisations to **#KeepThePromise** and ensure The **Children's Hearings System** is a place where children's rights are upheld. There is clear understanding across agencies that this will need legislative change.

There is commitment to openness and imagination in that process and willingness to develop collaborative legislative solutions.

All organisations recognised the need for this work to be well aligned with improvements in family support within local communities.

All agencies felt The Promise Scotland had a key role to play in the facilitation of a working group with independent leadership being required to surface and provide solutions legislative barriers.

Organisations recognised the need for specific legal expertise leading this work.

# Building Capacity



## Children's Hearings System

### What has been committed to so far?

● a multi-agency working group will be set up to produce collaborative proposals on legislative change, ready for the legislative process in 2024. That working group will be led by someone with substantial legal expertise and strong understanding of children's rights.

The Promise Scotland will provide independent facilitation and secretariat support.

Scoping meetings will take place in the summer with a full work plan and timeline will be produced in autumn. That workplan will demonstrate the sequencing of areas of inquiry and how relevant partners will be involved at various stages.

Crucially, the workplan will also demonstrate how children and families with lived experience of the **Children's Hearings System** will be involved in the redesign work.

#### An outline proposed timetable is that:

**Summer 2021:** Working Group set up and Independent Chair appointed

**Autumn 2021:** Scope of inquiry and process agreed

**2022:** Working Group activity and Inquiry

**Early spring 2023:** Draft proposals agreed

**Autumn 2023:** Proposals published for consultation

**2023-2024:** Legislation Drafted

### Who are the lead organisations?

[SCRA](#), [CHS](#) The Promise Scotland and [Scottish Government](#) are lead organisations in relation to this work.

There are several organisations that will play a key ongoing role, including but not limited to [Social Work Scotland \(SWS\)](#), [COSLA](#), Advocacy providers, Lawyers and Safeguarders and other tribunal and court services.

### Links, Next Steps and Assessment

#### Work is underway.

The Promise Scotland will facilitate this work, provide and support the Chair of the working group and ensure the work remains on track, is well communicated, holds the vision of [the promise](#) at its core and takes a rights based approach throughout.





## Inspection and Regulation

### What is required by Plan 21-24?

A new, holistic framework for inspection and regulation that values what children and family's value, will be scoped and developed.

It will understand the necessary legislative change required to focus on children's experiences and will be underpinned by the principles set out in the promise and give full effect to the secure care pathway and standards.

### What The Promise Scotland has heard so far?

There is high commitment and clear need to resolve the issue of regulatory frameworks that value measures and metrics that are not meaningful to children and families and crucially do not allow services and duty to bearers to act in way that is centred on children and young people's needs. Work on **Inspection and Regulation** therefore needs to link to activity around **Data Mapping and Collection**.

Local Authorities felt that existing inspection and regulation processes sometimes get in the way of relationship-based practice and building trust between children, families and the workforce. This was particularly pronounced in relation to **Moving On, Relationships** and care providers having the flexibility to support young people as a 'good parent' would.

There was much reflection and discussion on what structures are best placed to assure confidence. Some organisations were unsure whether shifts in national frameworks would be able to create confidence in the journey of children through the care system, with reflection of the need for robust local accountability structures to be well resourced.

### What has been committed to so far?

The [SSSC](#) will:

- review all codes of practice to reflect [the promise](#) and the [UNCRC by 2023](#). That review will be driven by a human rights-based approach.
- undertake internal work with fitness to practice case managers to understand the application of current codes of practice through a relationship-based lens.
- work to develop targeted campaigns to help employers understand the application of codes, recognising the need for there to be clear metrics that achieve success, improved understanding and support.



## Inspection and Regulation

The [Care Inspectorate](#) will:

- work across six workstreams to support application of [the promise](#) with activity centred on what they can influence internally and externally. This work is to ensure activity in respect of both scrutiny and improvement is focused on the experiences of children and the impact of the services on their lives, amplifying the voice of the child in what they do, how they do it and how they report on it. Crucially they are working on preparing for regulatory, legislative and policy change and ensuring activity in relation to scrutiny and improvement is focussed on the experiences of children and the impact of services on their lives.
- continue to work with [Ofsted](#) using its information-sharing protocol to ensure better notification processes in relation to children placed outside Scotland.

### Who are the lead organisations?

There are a number of organisations with responsibility for inspection and regulation and assurance, with the following having a key role:

[Care Inspectorate](#)

[SSSC](#)

Strategic Scrutiny Group Bodies

[Audit Scotland](#)

[NHS Education for Scotland, Nursing and Midwifery Council](#) and [Association of Directors of Education Services, for early years in particular.](#)

Care Providers

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**

The Promise Scotland will continue to work with the [Care Inspectorate](#), [Scottish Government](#), [SSSC](#) and care providers to support to ensure there is a clear pathway to the development of a new legislative underpinning to inspection and regulation.

The Promise Scotland will work with Local Authorities and Care providers to map the barriers to implementation and convene collaborative work to unlock what needs to change.



## Policy Coherence

### What is required by Plan 21-24?

There will be cohesive alignment in the policy initiatives and frameworks across Scotland. Policy development across Scotland will reflect the realities of people's lives and create a coherent policy environment. The focus of the 21-24 period will be on implementation and alignment not inquiries and reviews.

### What The Promise Scotland has heard so far?

The Promise Scotland has again heard about the difficulties of implementing policy and legislation in a dislocated context and siloed context.

There is significant overlap in relation to several policy areas that are priorities for [Scottish Government](#) without there being clear strategic understanding of the overlaps between drugs policy and family support (as an example).

There is welcome work to improve alignment in relation to the [Deputy First Minister's](#) remit.

The Promise Scotland has identified that of the 43 directorates of [Scottish Government](#), 26 have an interest in the implementation of [the promise](#), a structure which straddles 49 of 117 policy areas. In addition there are 5 Cabinet Secretaries and 9 ministers with responsibility to **#KeepThePromise**

The work of The Promise Scotland and organisations that are striving to **#KeepThePromise** has helped identify areas of policy that the [Scottish Government](#) must focus on initially to create policy cohesion, develop co-terminus initiatives and align resources to realise the strategic investment necessary to support [Plan 21-24](#).

There is work happening at Local Government level in relation to creating a coherent policy environment with in relation to the experience and delivery of joined up local service with [COSLA](#) publishing a [blueprint](#) for essential everyday services.

That must initially be focused on whole family support, recognising the importance of the engagement of health, housing, poverty and other critical policy areas.

[Scottish Government](#) has highlighted its development of an Outcomes Framework for children, young people and families, aligned to the [National Performance Framework](#).

This will consist of a set of wellbeing outcomes, based on what matters to children and families, and a means of measuring progress against these in a meaningful and transparent way. It will provide a way of connecting what is done at national and local level, with the difference it is making to the lives of children and families in Scotland.

# Building Capacity



## Policy Coherence

It will provide a way of connecting what is done at national and local level, with the difference it is making to the lives of children and families in Scotland.

As well as highlighting positive impact and driving improvement in areas where not enough progress is being made, it will enhance accountability to Scotland's children, young people and families.

There is to be further engagement in 2021, with ongoing development to refine and improve thereafter.

### What has been committed to so far?

● the new remit of the [Deputy First Ministers' portfolio](#) includes commitment to delivery and outcomes across portfolio areas.

### Who are the lead organisations?

The lead responsibility for policy coherence sits with the [Scottish Government](#) with [COSLA](#) having a key role to play.

### Links, Next Steps and Assessment

**Work is underway but does not yet appear sufficient.**



## Data Mapping and Collection

### What is required by Plan 21-24?

Scotland will have a cohesive central picture of all data on the processes and systems that directly and indirectly impact on children and their families, including wider socio-structural factors.

The data picture will have been used to fully align data systems, collection and analysis methodologies to what matters to children and families, and the needs of those who take decisions on how best to support children and their families.

### What The Promise Scotland has heard so far?

Data has been identified as a challenge by most organisations. There are many examples of discrete data mapping projects underway to work to improve this and break down the barriers experienced.

Almost all of these relate to work to shift data away from system perspectives and towards the wider experiences and outcomes of children, their families and communities. Better access and sharing of data across partners, particularly at points of transition in children and families' lives, is also a focus.

There is a need to improve data collection, sharing and usage at a local and a national level, and to shift the framework structures that are used to monitor children and families' outcomes.

### What has been committed to so far?

The data mapping project began in May 2021 and will run over 2021/2022. It is starting with mapping the data landscape with a view to rationalisation and reform aligned to what matters to children and families. It aims to build a cohesive central picture of all data in processes and systems that directly and indirectly impact children and their families and include but not be limited to, data on housing, education, employment, poverty, health and social care.

This begins with using the [Care Review evidence base](#) of what children and families said mattered to them, to create a data framework which will be complete **by autumn 2021**.

This comprehensive programme of work will provide a unique insight into the complexities of the data landscape from children and families' perspective



## Data Mapping and Collection

The collection method, and model, will transcend services & organisations, by asking for information that relates to people.

**By summer 2022**, this work will produce:

- a data/information mapping model that focuses on ‘what matters’ to children and their families and facilitates information capture that translates across a broad range of stakeholders.
- a stakeholder map that identifies the organisations who collect information based on children and families’ stories.
- a collection methodology that is scalable and sustainable across a broad variety of organisations.
- a data map, that provides a level of information appropriate to its end-users and provides the basis of future strategic work.

Data and measurement are key to the development of the Outcomes Framework for Children, Young People and Families (referenced also in [Policy Coherence](#)), and there will need to be close alignment between this work and The Promise Scotland’s data mapping project.

### Who are the lead organisations?

The Promise Scotland has commissioned [Data for Children Collaborative](#) to lead on this work. They will link with the [Scottish Government](#), Children’s Services Partnerships and [Police Scotland](#).

### Links, Next Steps and Assessment

**This work is underway.**

The Promise Scotland will ensure that all stakeholders are involved and kept up to date.



## Governance Structures

### What is required by Plan 21-24?

All public appointments to any of Scotland's Boards and Public Bodies which have an impact on the 'care system' will ensure that the values of the promise are embedded in recruitment frameworks.

The governance landscape around the various Boards, networks and groups that sit around the 'care system' will be rationalised to enable effective and accountable shared working around the lives of children and families.

### What The Promise Scotland has heard so far?

There is understanding across organisations with statutory responsibility that along with challenges around policy coherence, the structure of Boards, networks, partnerships and groups does not always facilitate shared understanding.

Furthermore, there was a recognition that for implementation of [the promise](#) to be meaningful there must be development of accountability structures that can effectively scrutinise performance in relation to national outcomes and priorities, not simply public money.

There is a need for long term accountability that utilises existing structures effectively to ensure The Promise Scotland will be obsolete by 2030.

There is a need to ensure that all sponsor teams in [Scottish Government](#) are fully sighted on the work to **#KeepThePromise** to ensure public bodies have the work well embedded in frameworks and appointments.

### What has been committed to so far?

No commitments received.

### Who are the lead organisations?

The [Scottish Government](#) has primary responsibility for the governance structures of accountability in Scotland.

### Links, Next Steps and Assessment

**There is little work underway.**

[The Promise Scotland](#) is mapping the governance landscape with the aim of ensuring that there is a clear system of accountability by 2030.



## Find out more

Visit [www.thepromise.scot](http://www.thepromise.scot)

Email: [hello@thepromise.scot](mailto:hello@thepromise.scot)



Twitter: [@ThePromiseScot](https://twitter.com/ThePromiseScot) #KeepThePromise



Instagram: [@ThePromiseScotland](https://www.instagram.com/ThePromiseScotland) #KeepThePromise



Facebook: [@ThePromiseScotland](https://www.facebook.com/ThePromiseScotland)

The Promise Scotland Limited. Company no. SC693269