



the promise
scotland

The Promise Scotland: **Set Up Year**

Publication Date: July 2022

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A note from Fiona Duncan, the Chair

When the Independent Care Review published its conclusions in February 2020, the support and commitment publicly demonstrated by the care community, organisations, and politicians of all parties indicated how important keeping the promise was to Scotland.

Over two years on and the world has changed in ways that couldn't have been anticipated. The pandemic has affected how we all work, socialise and interact with one another. It has thrown up challenges and prompted unexpected innovation.

It was into this environment that [The Promise Scotland](#) came into being, with the remit to drive and support the work of change demanded by the Independent Care Review.

Despite the new pressures facing everyone, organisations and individuals have continued to strive to #KeepThePromise, turning their commitment into action.

There is still much to do and many more challenges to meet, but, nationally and locally, change is happening.

The Promise Scotland is working with Scottish Government, local authorities, national and local organisations across the 'care system' and beyond; connecting, co-ordinating and facilitating change.

This report briefly outlines the role, purpose and structure of The Promise Scotland and provides an update on work to date and projects where The Promise Scotland has a critical role. It also outlines the secretariat function it provides to The Promise [Oversight Board](#) to ensure it can perform its role effectively.

The generosity of the care experienced children and families who shared their stories and experiences with the Independent Care Review remains the guiding light of the work to #KeepThePromise.

For Scotland to realise its vision of becoming a country that cares, made up of services that work, then everyone must understand and play their part. The Promise Scotland will continue to support, collaborate and challenge until the promise is kept.

2 The role and responsibility of The Promise Scotland

The Promise Scotland is a non-statutory company established in March 2021 by Scottish Ministers to support and monitor Scotland's progress to #KeepThePromise. The Promise Oversight Board was established in January 2021, before The Promise Scotland. It is an independent committee that advises The Promise Scotland and others on what needs to happen for Scotland to #KeepThePromise. The Promise Scotland helps the Oversight Board do this by providing a secretariat.

By design, The Promise Scotland is an organisation that has no statutory responsibility for services in relation to children and families' lives, and no formal powers. It will only exist until the promise is kept or 2030 at the latest - whichever is soonest.

At every stage, The Promise Scotland will ask whether what is needed to drive change to #KeepThePromise could be done without its involvement. If work is already underway and is sufficient, The Promise Scotland's support role is not needed.

Similarly, if it is needed, The Promise Scotland will seek to support, build capacity alongside, then exit as soon as is possible. Building itself into Scotland's 'care system' is not an option.

Once the conclusions of the Independent Care Review are implemented in full, The Promise Scotland will cease to exist.

Meanwhile, it is responsible for ensuring Scotland has a clear strategy to #KeepThePromise. Work to #KeepThePromise between 2021 and 2030 will be shaped by a series of three Plans, each lasting for three years and outlining the priorities and action across that period. [Change Programme One](#) outlines who and what need to work together to drive the changes in [Plan 21-24](#). As these plans are implemented, all the conclusions reached by the [Independent Care Review](#) will be realised in full by 2030.

The Promise Scotland also has its own programme of work, detailed in section 5, pages 18 to 31 of this report: **'What The Promise Scotland is doing now, and why'**, and kept up-to-date on its website.

Work to #KeepThePromise is relevant to many structures, legislative frameworks, policies and practices - and whilst The Promise Scotland always seeks to be collaborative, it does not seek approval for the creation of plans, reports or strategic documents.

This means it is unlike a traditional non-departmental public body, which operates at arms-length within one Ministerial portfolio, to discharge a range of responsibilities and duties aligned to a single policy-specific 'sponsor' department.

The Promise Scotland is fully committed to its obsolescence.

The role and responsibility of The Promise Scotland

To meet its dual responsibility to support and monitor, The Promise Scotland will seek to:

Coordinate and support

The Promise Scotland, through the development and publication of the successive Plans and evolving Change Programme, coordinates the work of change across Scotland, providing a route map.

It will strive to influence and support, at national and local level, across systems, structures and services, to support change. This will include but not be restricted to the development and investment in whole family wellbeing, creation of communities

Collaborate and connect

The Promise Scotland is developing close working relationships with the many organisations with responsibility for the 'care system'. This is intended to reduce siloed working through the identification of the various components and parts that must work together to #KeepThePromise, and making and supporting connections.

that care, enhanced children's mental health and wellbeing services.

It is developing a range of supports which will be offered to all organisations, bodies and agencies leading working across Scotland to #KeepThePromise. Depending on what is needed, the package of support will be both bespoke and wide-ranging, including service design tools, methodologies and project governance.

As part of its role in oversight and scrutiny (see page 8), The Promise Scotland supported The Promise Oversight Board in the production of a governance map, which can be found on pages 22 and 23 of its first report, published in May 2022.

The work demonstrates again, the breadth of organisations that need to work together to change. The Promise Scotland will also provide support to ensure effective collaboration between organisations with

Challenge and capitalise

Throughout the creation of Plan 21-24, detailed consideration was given to the bridges and barriers to #KeepThePromise, as well as the risks. These were fully mapped so the steps required to maximise, overcome and mitigate any risk were fully understood.

For example, this involved examining the 'implementation gap', including the many cracks and crevices between the respective agencies' approaches.

It required an assessment of the known macro barriers, such as the fragmented policy environment and commissioning, and unknown barriers, like the long-term impact of COVID-19.

responsibility for systems, structures and services, nationally and locally, to support change. The focus will be those that have the greatest impact on children's and families' lives.

This mapping took account of the commitment Scotland has to #KeepThe Promise, as demonstrated by the scale of engagement in the work of The Promise Scotland and how this has endured since early 2020, despite the difficulties presented by the global pandemic. It also reflected the willingness of organisations not just to commit to change, but to work hard to make the changes necessary, and recognise the old ways, the status quo, were not fit-for-purpose.

Throughout Plan 21-24, The Promise Scotland will use this work, and continue to build on it, to identify precisely where the challenges lie and how to tackle them, and how to capitalise on the opportunities.

The role and responsibility of The Promise Scotland

Communicate

The story of change needs to be told, and The Promise Scotland will take a role in making sure this happens, designed to inform and engage Scotland with what is happening and still required to #KeepThePromise.

It will continue to use a variety of media channels and tools, chosen to ensure that it is accessible to everyone in Scotland, in particular children and families.

Communications priorities are clarity, consistency and conciseness, delivered in an inclusive, ethical,

collaborative and above all, honest way.

The Promise Scotland will continue to aim to ensure Scotland’s commitment to #KeepThePromise remains a national priority.

As with the Independent Care Review, the work of The Promise Scotland is appreciative, open, honest and clear about Scotland’s accountable to children and families, whose aspirations remain at its heart. (Plan 21-24, pg. 51 – 53)

Oversee and scrutinise

One of the conclusions of the Independent Care Review was:

The creation of an independent oversight body with at least 50% of its members being care experienced including its Chair, will establish a fit-for-purpose governance structure to hold to account those responsible for making change. A report will also be submitted annually to the Scottish Parliament.

- the plan

The establishment of The Promise Oversight Board is detailed as a key milestone (see page 14).

3 The care community and the Promise Scotland

It was the care community that demanded the Independent Care Review and its work was only possible because of the ongoing commitment of the community, who shared stories and experiences in the hope of change.

This often meant sharing and reliving traumatic and painful events. Scotland’s children and families must never be asked to do this again.

The Promise Scotland is committed to honouring the selfless and enormous contribution made by so many babies, children, young people and adults with experience of Scotland’s care system.

To this end, it will not ask the care-experienced community to give of itself as it did with the Independent Care Review.

It will be inclusive of and collaborative with the care community and provides opportunities for involvement in work programmes (see The [Promise Design School](#) on page 24) and through its recruitment practices.

It will continue the Independent Care Review’s approach of using composite stories, rather than personal stories, to reflect experiences and to promote understanding of what it means to #KeepThePromise.



4 The story so far... timeline and milestones

The Independent Care Review concluded on 5 February 2020 with the publication of seven reports. On the same day, in the Scottish Parliament, the First Minister pledged to #KeepThePromise a commitment that got the support of all political parties. Between February 2020 and March 2021, due to COVID-19 restrictions, a small team from the Independent Care Review was incubated within Scottish Government to begin the work to drive the change it demanded.

During this time the team engaged with a wide range of organisations vital to #KeepThePromise, appointed a 20 strong The Promise Oversight Board and met the commitment to ensure at least half of the Board had lived experience of Scotland's care system. It also produced Plan 21-24, Scotland's first three-year plan for change.

This timeline sets out work that has taken place from the point of The Promise Scotland became a legal entity.

24 March 2021

The Promise Scotland established as a legal entity

May 2021

3 Local Authorities identified to work on the Using the Money Differently work programme. Engagement through-out 2021/22 on mapping current spend on the 'care system'

31 March 2021

Plan 21-24 published

25 June 2021

Change Programme ONE published

July 2021

The first cohort of the Promise Design School

1 August 2021

The Promise Scotland establishes a multi-disciplinary project team with The Data Collaborative for Children with UNICEF, and begins work on The Promise Data Map.

1 Feb 2022

Scottish Government publishes responses to the National Care Service consultation.

January 2022

The Promise Scotland submits its concerns of the Scottish Government's consultation on the policy relating to placing children and young people into Scottish residential care when a High Court in England and Wales has granted a Deprivation of Liberty Safeguards Order.

3 Nov 2021

National Care Service consultation closes: The Promise Scotland publishes its response.

4 Nov 2021

The Promise Scotland publish a call for tenders to analyse published responses to National Care Service consultation.

23 Sept 2021

The Promise Scotland releases audio version of the Pinky Promise

7 Sept 2021

The Scottish Government's Programme for Government includes commitments to #KeepThePromise including an investment of £500m in Whole Family Wellbeing

6 Sept 2021

The Hearings System Working Group meets for the first time

9 August 2021

Scottish Government launches a consultation into the creation of a National Care Service that would include children and families

9 August 2021

The Promise Scotland begins the 'One Question and One Question only' series to inform conversation on National Care Service

15 August 2021

The Promise Scotland establishes the Hearings System Working Group in partnership with Children's Hearings Scotland and Scottish Children's Reporter Administration to redesign the Children's Hearings System.

Feb 2022

Using Money Differently work programme, mapping of current spend complete

April 2022

The Promise Scotland publishes a series of blogs during the Local Government Election Campaign, intended to support elected members in understanding their role in keeping the promise.

13 April 2022

The Promise Scotland convenes the first Community of Interest for local authority Promise Leads. 28 local authority areas nominate a representative to join the Community of Interest.

11 May 2022

The Board of Directors of The Promise Scotland meets

11 March 2022

The Hearings System Working Group publishes its [Issues List](#).

25 March 2022

The Promise Scotland publishes an interim independent analysis of responses to the National Care Service consultation.

30 March 2022

The Scottish Government publishes its of 'Keeping The Promise Implementation Plan' including specific asks of The Promise Scotland.

30 March 2022

The Promise Scotland responds to publication of the Scottish Government's 'Keeping The Promise Implementation Plan'.

25 April 2022

The Board of Directors of The Promise Scotland has its first formal meeting

10 May 2022

The Promise Scotland hosts the [Hearing System Working Group](#) Informational webinar with over 200 sign ups.

The story so far... timeline and milestones

21 June 2022

Scottish Government announces its decision on the final shape of the National Care Service consultation.

22 June 2022

The certainty around the National Care Service allows The Promise Scotland to recruit its Board of Directors and a Chief Executive.

8 June 2022

The Promise Scotland convenes the second Community of Interest for local authority Promise Leads.

23 May 2022

The Promise Scotland secures an office in Edinburgh

26 May 2022

The Promise Oversight Board publishes its first report into progress to Keep the Promise

May 2022

Sessions with 3 Local Authorities on Using the Money Differently work programme to reflect on lessons learned in year one

19 May 2022

The Promise Scotland publishes the final report into the responses to the National Care Service Consultation setting out a series of questions to be asked around the inclusion of children and families.

May 2022

The Hearing System Working group conducts service design sessions with a range of organisations and groups who regularly interact with the Hearing System.

key milestones

The story so far... timeline and milestones

Key milestones include:

The Promise Oversight Board

The Promise Oversight Board was established in January 2021, before The Promise Scotland. It is constituted as an advisory committee to The Promise Scotland and is provided with a secretariat by The Promise Scotland team to support its scrutiny of progress made across Scotland to #KeepThePromise.

The Promise Oversight Board is critical to ensuring that the promise made to Scotland's children and families is kept. It has responsibility for monitoring, tracking and reporting on Scotland's progress to #KeepThePromise.

Members were recruited through an open application process and based on a set of values that reflect those

Plan 21-24

Plan 21-24, Scotland's first plan for change, was published on the 31 March 2021. It is the first of three plans that will together set out how Scotland will, by 2030, #KeepThePromise made as a result of the work of the Independent Care Review.

under which the Independent Care Review operated. More than half of those recruited have lived experience of the Scottish care 'system'. Fiona Duncan, formerly Chair of the Independent Care Review, was Ministerially appointed as Chair of The Promise Oversight Board.

The Promise Oversight Board will report annually on progress and provide expertise on what Scotland needs to make sustainable change. Its [first report](#) was published in May 2022.

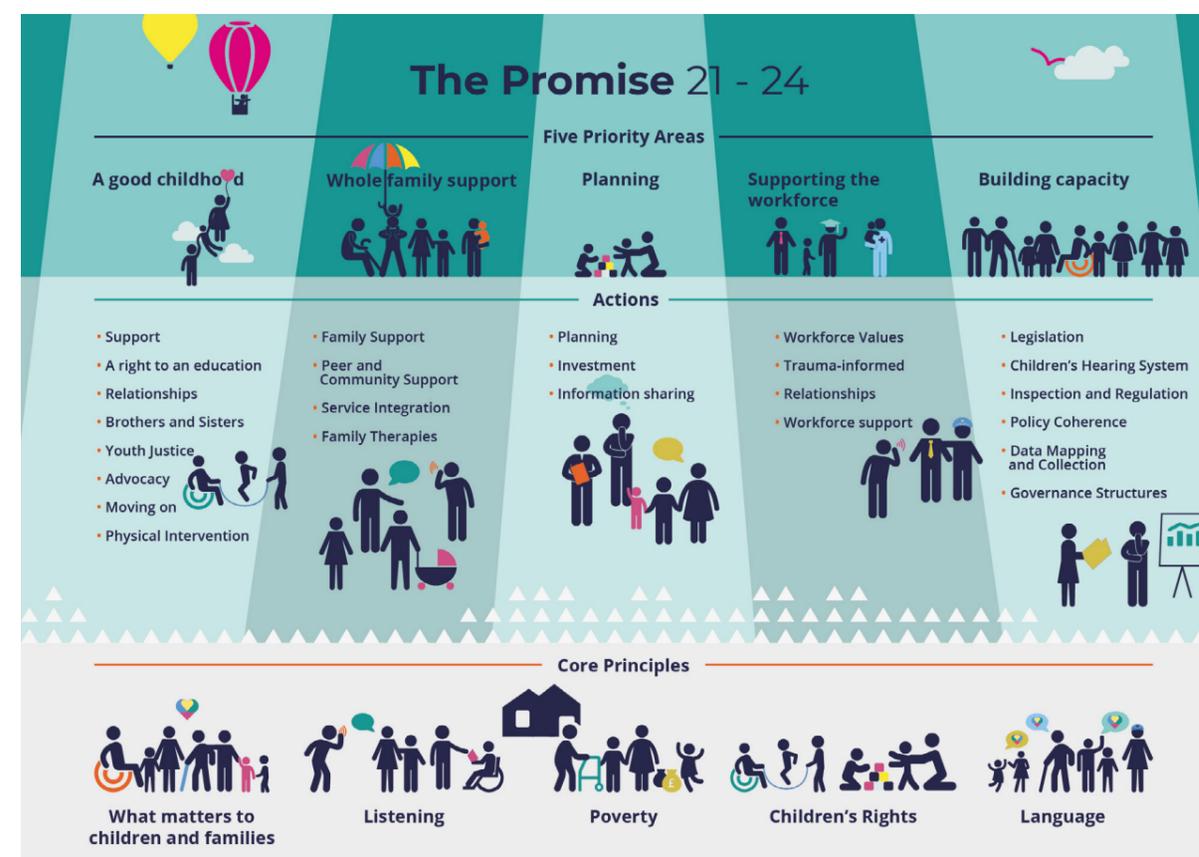
The Promise Oversight Board has engagement activities planned in the autumn of 2022, focusing on the care community and Parliament.

Plan 21-24 covers key changes that must be made during the period from 1 April 2021 until 31 March 2024. It provides priorities and areas of focus for organisations to work to achieve the required change over the next three years.

The Independent Care Review's conclusions were translated into five priority areas of change. Each priority area contains actions that will be achieved by 2024.

These actions cover a wide range of important areas such as; family therapy, support for children of young children, schools and exclusion, the importance of safe, loving relationships, youth justice, advocacy, independent living, values and the workforce, investment, information-sharing, data, legislation, children's hearing system and inspection and regulation.

More than 100 organisations including local and national government, national bodies and agencies, local and national organisations across public, third and private sectors and those with statutory responsibility for children and families directly engaged with The Promise Scotland team. They submitted plans, reports and survey responses to outline what they would do to #KeepThePromise, the support they needed and what help they could offer.



The story so far... timeline and milestones

Change Programme ONE

Change Programme ONE was published on 25 June 2021. It is a plan of action for the year and follows on from the publication of Plan 21-24, which mapped and sequenced the 80+ calls to action in the Independent Care Review's conclusions and identified five priority areas and 25 actions for the coming three years.

The content of the Change Programme came from the engagement The Promise Scotland had with the organisations that have responsibility to change shape first or most for Scotland to #KeepThePromise. They are referred to in the Change Programme as 'lead organisations' and the engagement with them is referred to as the 'Feedback Loop'.

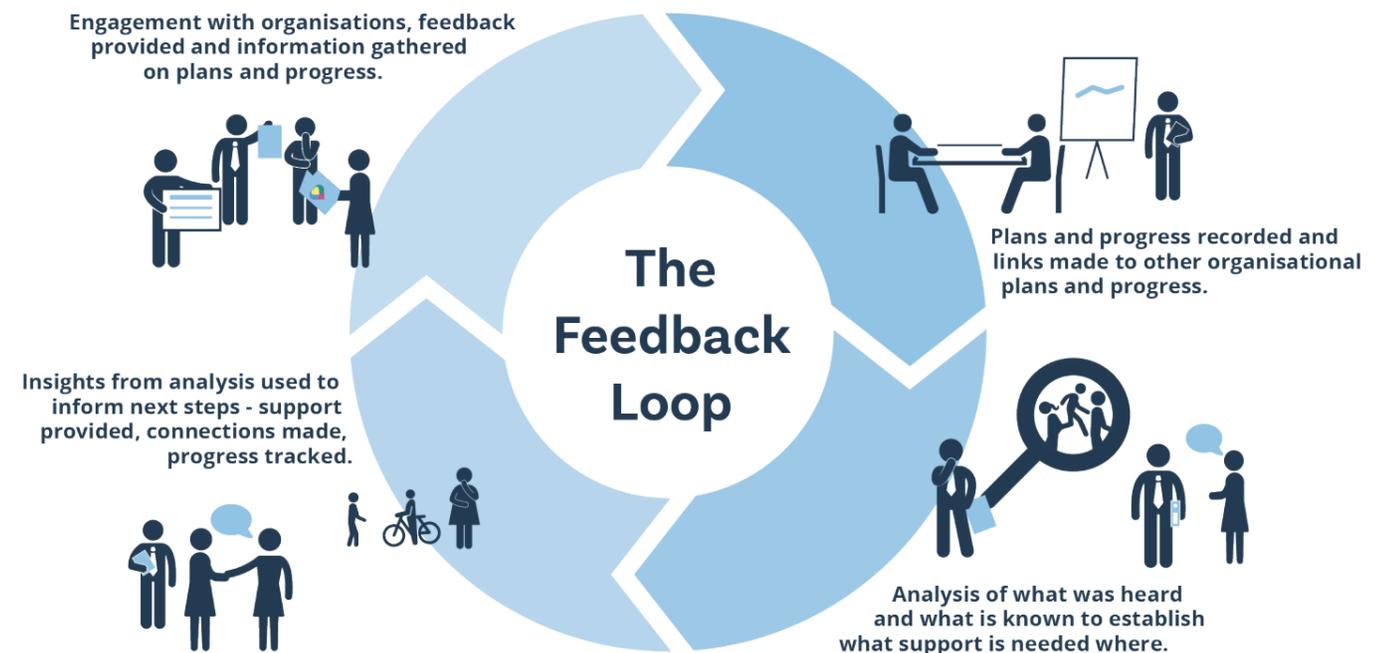
Many of the meetings to discuss the promise included multiple agencies,

reflecting the joint working taking place across local partnerships to support children and families, demonstrating a sustained, shared commitment for doing things differently. The focus of the conversation was: what is happening now, what is planned and what is getting in the way of progress.

The Promise Scotland made an assessment of the work being made to address the 25 actions. Rather than publishing an annual snapshot of work, The Promise Scotland is working to get the Change Programme online as an open, constantly updated resource, capturing work across Scotland.

Based on what The Promise Scotland heard was needed via the feedback loop, the following support offerings were developed:

This reflects that it is not the role of The Promise Scotland to deliver the changes demanded by the Independent Care Review. That's the responsibility of the many organisations with a duty of care to Scotland's children and families.



-  Join the Dots
-  Communities of Interest
-  Doing Data Differently
-  Using Money Differently
-  Hearing System Working Group
-  The Promise Design School
-  The Promise Partnership
-  Oversight and Monitoring

5 What The Promise Scotland is doing now, and why

The Promise Scotland drives the change demanded with the Independent Care Review. As outlined above, it coordinates and supports, collaborates and connects, challenges and capitalises, communicates and supports The Promise Oversight Board to oversee and scrutinise.

If there is a gap that The Promise Scotland is best placed to fill and which will ensure that the work continues at pace, it will take that role and work with the relevant groups, organisations and individuals to #KeepThePromise.

This section outlines some of the key work programmes that The Promise Scotland is leading, with interviews with **external partners** about developing work programmes.

The Promise Scotland Project: Doing Data Differently

The Independent Care Review identified there is a gap between what the 'care system' measures, and what matters to children and families. Further work by The Promise Scotland identified that Scotland cannot cohesively identify the relevant data it currently collects to allow the gap to be quantified and progress made in closing it. The first step in shifting towards including measurements of what matters to children and families meaningfully in data approaches is to make the existing landscape visible, engaging extensively throughout.

Work has been underway since 2021 to produce The Promise Data Map, a map of all the data Scotland collects

that directly or indirectly impacts the lives of children and families.

Crucially, this project is approaching the mapping from the perspective of what children and families told the Independent Care Review matters to them, rather than focusing on the needs of the 'system'.

Once complete, Scotland will have a central picture of the data it currently collects on and around the lives of children and families and be able to identify the gaps therein from the perspective of what matters to children and families, allowing progress on meaningful data measurement and use.

“Scotland must improve how it uses data in decision-making but to do so it must take a different approach to how it collects data and information.

Scotland must listen to what children and those close to them who know them best tell decision makers to understand the full picture of what is happening in a child's life.”

- the promise, pg. 13

#KeepThePromise Project: Doing Data Differently Partner: Alex Hutchison, Director of the Data Collaborative for Children with UNICEF

The Data Collaborative for Children with UNICEF is the organisation that has been overseeing and coordinating The Promise Data Map on behalf of The Promise Scotland.

What is the Data Collaborative for Children with UNICEF and what is its role in The Promise Data Map?

The Data Collaborative for Children with UNICEF brings together data and expertise from a really broad range of people and places, to find innovative and responsible ways of using data to improve the lives of children. We brought together the multidisciplinary team that is working on The Promise Data Map, and we're providing ongoing support to that team as the project develops.

What The Promise Scotland is doing now, and why

Who is involved?

The project team is Wallscope, the University of Strathclyde's Fraser of Allander Institute, CELCIS, South Ayrshire Council, Indiana Tech and The Promise Scotland. The team have been working with many people and organisations across Scotland to get their contributions to the Data Map, which will continue as it progresses.

Why is this approach important?

The way data, evidence and information about children and families is collected, stored and used cuts across every area of change needed to #KeepThePromise. As with all the questions we look to answer to improve children's lives through responsible use of data, there are a number of different ways of looking at a problem and there is no single right answer. In our experience a collaborative approach to challenges allows for more innovative solutions through diversity of thought and experience. Using our Impact Collaboration approach, we can bring together a range of partners and facilitate how they work together to reach a shared objective, all while being conscious of our responsibilities across ethics, safeguarding and participation.

How will The Promise Data Map help to #KeepThePromise?

The Independent Care Review heard that the way data and evidence are used at the moment often focuses too much on measuring what matters to the 'system', rather than what matters to children and families. It only looks at individual moments, or bits of their lives, and misses out the day-to-day experiences and relationships that are important to them. The Promise Data Map is trying to help Scotland understand how it can improve on that.

#KeepThePromise project: Using Money Differently

Care experienced children, young people and adults shared their experiences with the Independent Care Review, giving examples of the impact that the 'care system' had throughout their lives and on all of their experiences. The conclusion was that the lifelong cost of care is borne by the person, not the 'care system'.

The Independent Care Review's reports *The Money and Follow the Money* looked at the human and economic cost of 'the care system' and set out a compelling case for why Scotland needs to use resources differently, to deliver better outcomes for children, families and communities and, in doing so, deliver better value for money.

The first step in facilitating this is to understand what is currently spent in local areas who are engaged in working intensively on change across their authority partnerships. Since 2021, The Promise Scotland has been working with 3 local authorities to establish how much money is spent,

how could it be spent differently and what is required to improve.

Answering these questions will facilitate scoping of how money can be used differently to deliver improved outcomes and better value for money. In doing so, the work will identify and challenge systemic, Scotland wide barriers to using money differently in the 'care system'.

For real change to happen, Using Money Differently cannot limit itself to being a local work programme. For systemic change, a national work programme focused on Scottish Government, the institution required to change 'first' in many instances and on whom the local authorities working on using money differently are dependent on for funding, must also shift the way it spends. Early in 2022, The Promise Scotland began work on supporting Scottish Government to use their money differently through the Whole Family Wellbeing Fund.

What The Promise Scotland is doing now, and why

“Scotland must avoid the monetisation of the care of children and prevent the marketisation of care. There must be strategic, needs based planning for children so that they are provided with warm, relational, therapeutic, safe, loving environments when they are required. Scotland must make sure that its most vulnerable children are not profited from.

Follow the Money and The Money demonstrates that Scotland needs to take a different approach to how it invests in its children and families. There is no place for profiting in how Scotland cares for its children.”

- the promise, pg. 112

#KeepThePromise Project: Using the Money Differently

What is Using Money Differently?

A key finding of the Independent Care Review's The Money and Follow the Money reports, was that the issue is not a lack of money- it's about how we are spending it and what we are spending it on. The human and economic cost modelling undertaken to reach those conclusions, highlighted that each year, millions of pounds are invested in the 'care system', but many millions more are spent on 'failure demand' services that are needed to support care experienced adults that have been failed by the current system.

There needs to be a shift in the way we understand costs and investment that takes a much broader lens and views it in the broader context of lives of children and families, and not through the siloed lens of 'the system'.

How is this project supporting that shift?

This work is taking place with stakeholders across three levels:

- locally, with places and with families;
- at a service level; and
- nationally.

Initial work is underway at each of these levels to find out:

- How are resources used at the moment and to what end?
- How should those resources be used differently, to improve outcomes and value for money?
- What investment is required, and how, to get from where we are now, to where we need to be in future, to #KeepThePromise?

Who is involved?

Currently, partners include three local authorities focusing on what can be done locally with partners, plus The Promise Partnership (independently administered by Corra Foundation) funded projects focusing on a service level, as well as Scottish Government at national level through the design and development of the Whole Family Wellbeing Fund.

What The Promise Scotland is doing now, and why

#KeepThePromise Project: The Promise Design School

Opportunities for those with experience of care to collaborate on service design has historically been limited. The Promise Scotland is committed to ensuring those with experience of care are better placed to collaborate with others in the design of services as Scotland strives to #KeepThePromise.

The Promise Design School was set up to offer people with care experience the training and skills to collaborate and design public services.

Working closely with the Scottish Government Office of the Chief Designer, The Promise Scotland developed and delivered the first experience of Service Design training, prioritising those organisations who had received either Open Call or Diagnostic Route funding from the Promise Partnership.

Training has been delivered to 90 participants this year and provided continuing check in's and catch ups with participants following the training. In total, ninety individuals signed up for Promise Design School training. The Promise Scotland has worked directly with Who Cares? Scotland and Homestart to better understand what is required to enable care experienced people and parents to better participate in the Service Design training.

Specific feedback has been taken from Promise Design School participants on how they received and used the training. This feedback has informed a restructure of the Promise Design School offer, focusing it more on specific change projects and elongating the training and support offer over a period of months.

#KeepThePromise The Promise Design School Partner:
John Ryan, Aberlour Child Care Trust, participant organisation

What is the Promise Design School?

The Promise Design School focuses on the need to work with the organisations to find their own blueprint for how they will create a vision that drives change that leads to the end of restraint in residential child care services in Scotland without imposing our own approaches. The Promise Design School provided a practical method of helping the organisations create their own blueprint whereby we can use appreciative enquiry methods to help develop and challenge their thinking based on our own experience.

How has the Promise Design School helped you work towards #KeepingThePromise?

It holds children's and the workforce's voice at the centre of any redesign work which shows them respect - they are the experts in their own lives and without showing this respect our programme, and the promise will fail. The Promise Design School helped us pay attention to the critical factors for success - it really helped us better understand that culture is key in driving change - without a culture built on respect change will never happen - the Promise Design School helped us pay attention to the factors that inhibit and prevent change from happening.

Our programme will see [Aberlour Child Care Trust] work with 4 residential childcare providers in Scotland to help them create and implement a programme of change that will see them reduce and end the use of restraint in their organisation in keeping with the promise that Scotland becomes a nation that does not restrain its children.

What The Promise Scotland is doing now, and why

Who is involved?

It involves direct work driven by a Programme Board that will oversee the work of a Design and Delivery Team that does the 'fieldwork', i.e. Aberlour Child Care Trust getting alongside four organisations to lead them on a journey of change. Aberlour Child Care Trust's Design and Delivery Teams have direct practice and care experience of working currently and living in residential childcare.

Why is it important?

It is important because children and adults told the Independent Care Review that there should be no place in Scotland for the inappropriate use of restraint, which created an invitation for people to think about how the lives of children in residential child care could be transformed if restraint was no longer a feature of the fabric of life - this has been challenging to hear and it really helped refocus on the importance of relationships - children and adults told the Independent Care Review that relationships where love was allowed to flourish made a life-long difference. Children also were clear that there were likely to be times where restraint might be justified but not to the extent that far too many children had experienced.

This is important because what we see is that culture that respect the importance of relationships and set an expectation that restraint has no place in the future, are transformational. It also important to help focus organisations to focus on what children mean when they speak about restraint - the Independent Care Review was clear that this was about the use of force when children believed that this wasn't necessary or justified.

What next?

'Fieldwork' started in April 2022 as does the identification of a researcher to help us write an evaluation of our programme, so that there will be a legacy of the work in writing that documents what has worked and what hasn't.

#KeepThePromise Project: Hearings System Working Group

The Independent Care Review heard a range of stories from children and families who had experiences of the Children's Hearings System. Children and families must be the focus of the Children's Hearings System, they must understand what is happening, be listened to carefully and have their rights upheld.

The Hearings System Working Group was created in August 2021 to oversee the redesign process for The Children's Hearings System.

The Hearings System Working Group is a partnership between Children's Hearings Scotland, the Scottish

Children's Reporter Administration and The Promise Scotland, with the Scottish Government playing a critical role. Former Sheriff David Mackie has been appointed as the independent chair of the Hearings System Working Group. The working group includes members with lived experience of the Hearings System.

The Hearings System Working Group has met throughout 2021 and 2022. In March 2022 it published the Issues List - a scoping document outlining the questions which the group will explore throughout the course of its work programme in 2022.

"The principles that underpin Scotland's unique Children's Hearings System must be upheld but there must be a more active consideration of underlying structures so that The Children's Hearings System is best placed to truly listen and uphold the legal rights of children and their families."

- the promise, pg. 14

What The Promise Scotland is doing now, and why

#KeepThePromise Project: Hearings System Working Group
Partner: **David Mackie**, Sheriff and Chair of the Hearings System Working Group.

Why did you get involved with the Hearings System Working Group and why is the Hearings System Working Group important?

I'm honored to have the opportunity to make a real contribution to the work to #KeepThePromise of the Independent Care Review. The task at hand for the Hearings System Working Group is important and likely to affect policy and practice to a significant degree. Above all it will have a real and beneficial impact on the lives of children and young people who find themselves on the verge of care, in care and moving out of care.

How will change be achieved?

Creating detailed proposals for the redesign of The Children's Hearings System - including an agreed vision, analyzing the practice, legislative, budgetary and structure blocks to implementation of the vision, and agreeing proposals for legislative change - cannot be achieved without collaboration and partnership. The secretariat, administration, and project planning support provided by The Promise Scotland will continue to be critical in ensuring all those with responsibility and those with personal and lived experience of the Hearings System work together.

#KeepThePromise Project: Hearings System Working Group and Promise Design School: Beth-Anne Logan, Hearing System Working Group member, Board member at Children's Hearings Scotland.

Why did you get involved in the Promise Design School and the Hearing System Working Group?

I got involved in the Promise Design School as I wanted to have a fuller understanding of the Scottish Approach to Service Design and how it could influence my wider work commitments.

I found it very helpful in allowing me to see how change can happen in real time using a service design lens and how it also influences and is a critical process for a whole system change that the Independent Care Review mandated back in 2020.

I got involved in the Hearing System Working group primarily in my role as a Board Member of Children's Hearings Scotland appreciating the fact that there is not only an overwhelming desire for change but a critical time for change that the care community has been campaigning and demanding for years. My time at the Independent Care Review taught me lots of things, but it also reinforced a lot of my beliefs. Namely that voice should be front and centre of any sort of change. Regardless of how big or small.

What change do you want to see as a result?

The Hearings System Working Group is still working, so I don't want to predict the conclusions of it. However, you can see from the extensive issues list that we really are looking at transformational change for all partners involved in the design and delivery of the system. It is also great to have had confirmation that the Scottish Government have committed to legislative change for the conclusions of the group.

What The Promise Scotland is doing now, and why

Too often people with lived experience have had conversations about them, not with them and the biggest step change I see in my day to day life now is the power of people with lived experience coming together with practitioners and decision makers to influence real change. There is an increasing understanding that throughout any design processes – those who will utilise it have to help design, shape and influence what it should feel like for them and, that they are supported to do this in a way that fits for them. We can never lose sight of the common moral purpose we all have – and that is creating safe, happy, healthy and fulfilling lives for all of Scotland’s children, and their families.

What’s Next

The Hearing System Working Group is due to report in April 2023, but before that – we will have lots of opportunities of participative design activity happening to ensure you have your voice heard.

My full-time role just now is a Promise Development Worker for North Lanarkshire Council. I am part of a wider multi-disciplinary team who have been making great inroads in our pursuit for change. I currently chair a record keeping group looking at the language we use to document or describe peoples’ journeys through the system. I am also involved in our Contextual Safeguarding approach looking at extra familial harm and ultimately, ensuring any strands of work are collegiate with The Promise.



#KeepThePromise Project: #KeepThePromise toolkit

When the Independent Care Review published its conclusions in February 2020, it was met with wide support and commitment from organisations across the ‘care system’ and beyond. In early 2021 the #KeepThePromise toolkit was developed for organisations’ who wanted to publicly demonstrate their commitment to #KeepThePromise to children and families.

It contains a range of specially created #KeepThePromise visual assets which can be used on social media, email signatures, documents and events and includes a partner only #KeepThePromise heart logo.

The use of this toolkit must be an outward demonstration of an organisation’s work for change – The Promise Scotland review every request for access to the toolkit and will decline or revoke permissions to use the logo if it is clear that it is being used only superficially.

The #KeepThePromise toolkit has been requested over 300 times and is being used across public, private and third sectors.



6 How The Promise Scotland is organised

Background

The Promise Scotland was set up as a non-statutory company with a purpose – to support Scotland to #KeepThePromise by 2030 at the latest.

Its legal functions are: ‘to support and monitor the implementation of the conclusions of the Independent Care Review until 2030, at the latest’.

The Scottish Government is the sole funder and only Member of The Promise Scotland but the legal responsibility for the lawful and effective operation of The Promise Scotland is held by its Board of Directors.

Board of Directors

The Promise Scotland was set up in March 2021 as a non-statutory company. Its legal functions are: ‘to support and monitor the implementation of the conclusions of the Independent Care Review until 2030, at the latest.’ The Scottish Government is the sole funder and only member of The Promise Scotland but the legal responsibility for the lawful and effective operation of The Promise Scotland is held by its directors.

Fiona Duncan, the independent Chair of the company, is a ministerial appointment. She is joined by eight directors, which include representatives from key stakeholders integral to the changes Scotland must make to keep the promise – Solace, COSLA and the NHS. No director represents his or her organisation. All act only in the best interests of the Promise Scotland.

The directors are:

- Fiona Duncan, Chair
- Anna Black
- Jackie Brock
- David Garbutt
- Sally Loudon
- Fraser McKinlay
- Philip Rycroft
- Jim Savege
- Victoria Underwood

Directors of The Promise Scotland collectively:

- ensure that The Promise Scotland has a clear vision and a strategy focused on implementing the conclusions of the Independent Care Review by 2030;
- ensure that the Promise Scotland complies with its legal and regulatory requirements;
- act as guardians of the Promise Scotland assets and ensure the financial stability of the organisation;
- agree performance targets for senior management and hold management to account.
- use their best endeavours to promote, protect, develop and fulfil the purpose of the company.

Directors meet four times per year. The Promise Scotland has a funding commitment from Scottish Government until 2025/26. Its first Chief Executive, Fraser McKinlay was appointed in September 2022 and joins the Chair and directors as a director of the company.

How The Promise Scotland is organised

The teams

Insights

The Insights Team's role is to capture, organise and analyse information about the work that's happening across Scotland to #KeepThePromise. This is so that decisions can be made about what support needs to be put in place for change to happen, or what actions need to be taken to make sure that work is on track to succeed.

Currently, it is also working alongside people and organisations across Scotland, on work to help understand and change the way that data and money are thought about and used.

Support

The Support Team's role is to provide tailored, proportionate and quality support to organisations who are delivering change to #KeepThePromise. This primarily involves developing relationships, collaborations and joint work with other organisations supporting the change effort across Scotland to ensure that organisations get both the direct and indirect support they need. It is also responsible for running the Promise Design School and establishing the Pinky Promise Design School.

Currently, the Support Team are involved in a number of projects designed to enable and support inquiry, creativity, innovation, experimentation and tests of change at local and national levels.

Public Affairs

The Public Affairs Team works to ensure The Promise Scotland engages and communicates with stakeholders consistently and that momentum to #KeepThePromise remains high.

This involves leading on the policy and governance function of The Promise Scotland working with Government, COSLA and other key organisations to ensure work to keep the promise is embedded and the policy and statutory changes essential to #KeepThePromise are progressed.

Governance and Operations

The Governance and Operations Team is responsible for leading the work referenced in Plan 21-24 and the Scottish Government's 'Keeping The Promise Implementation Plan' to scope a new, holistic framework for governance and accountability for Scotland, reporting on any recommendations requiring legislative underpinning by June 2024.

It also makes sure that The Promise Scotland is a well-run, effective and efficient organisation meeting the day-to-day business needs of the team and the Board of Directors. This include financial management, responsibility for recruitment, induction and development of all The Promise Scotland team members.

The team also lead on organisational planning to secure the sustainable running for the duration of The Promise Scotland's lifetime.

The secretariat function for the Promise Oversight Board is located in this team. It will commission independent impact analysis and evaluation into the work of The Promise Scotland to ensure The Promise Oversight Board is assessing its contribution.

7 The Promise Scotland in numbers

