

Freedom of Information Request
Received 16 November 2023, 14:47

A copy of the register of interests for all members of the Promise Scotland board as referred to in item three. [Please note this is not the register of interests for the Promise Oversight Board.]

Directors of The Promise Scotland (SC693269)

Register of Interests 2023

	Remuneration	Other roles	Contracts	Election Expenses	Houses, Land and Buildings	Shares and Securities	Gifts and Hospitality	Non-financial Interests	Close Family Members
Anna Black	<p>GP Work: Including services as a Locum GP, Glasgow Youth Health Service GP, Dungavel Immigration Removal Centre GP, St Vincents Hospice on-call GP</p> <p>NHS Education for Scotland: Ad-hoc teaching work</p> <p>Glasgow University: Ad-hoc teaching work</p> <p>Public Health Scotland: Non-executive board member</p> <p>Scottish Human Rights Commission: Commissioner</p>	<p>Affiliate Staff Member, Institute of Health and Wellbeing, University of Glasgow: unpaid</p> <p>Trustee Govan Community Project</p>	x	x	x	x	x	x	x

Directors of The Promise Scotland (SC693269)

Register of Interests 2023

David Garbutt	Chair of the Board, NHS Education for Scotland.	<p>1. Chair of the NHS National Performance Management Committee.</p> <p>2. Member, National Leadership Development Programme Board.</p> <p>3. Member, NHS Corporate Governance Steering Group.</p> <p>4. Patron, Scottish Police Memorial Trust.</p>	x	x	x	x	x	<p>1. Chartered Fellow of the Chartered Institute of Personnel and Development.</p> <p>2. Member of the Doctoral Alumni Edinburgh Napier University.</p>	x
Fiona Duncan	<p>Ministerial appointment as 'Independent Strategic Advisor - the promise'</p> <p>Strategic Director at the Corra Foundation</p>	<p>Non-executive Director at Sistema Scotland</p> <p>Non-executive Director at Smart Data Foundry</p>							
Fraser McKinlay	Chief Executive, The Promise Scotland	x	x	x	Owner occupier	x	x	Director, McKinlay	x

Directors of The Promise Scotland (SC693269)

Register of Interests 2023

David Garbutt	Chair of the Board, NHS Education for Scotland.	<p>1. Chair of the NHS National Performance Management Committee.</p> <p>2. Member, National Leadership Development Programme Board.</p> <p>3. Member, NHS Corporate Governance Steering Group.</p> <p>4. Patron, Scottish Police Memorial Trust.</p>	x	x	x	x	x	<p>1. Chartered Fellow of the Chartered Institute of Personnel and Development.</p> <p>2. Member of the Doctoral Alumni Edinburgh Napier University.</p>	x
	Board member, Public Sector Audit Appointments Limited				of one house			Consulting (no longer operational)	

Jackie Brock	x	Trustee PEEK (non remunerated)	10 days per month WM2U Programme Manager	x	Owner-occupier of one dwelling	x	x	x	x
--------------	---	--------------------------------	--	---	--------------------------------	---	---	---	---

Directors of The Promise Scotland (SC693269)

Register of Interests 2023

		<p>Director Loretto Housing Association (non remunerated)</p> <p>Scotland Committee Member National Lottery Community Fund 1.5 days p.m. £334.40 per day .</p>							
Jim Savege	<p>Aberdeenshire Council Local Government Chief Executive £140,102</p>	x	x	x	x	x	x	x	x

Directors of The Promise Scotland (SC693269)

Register of Interests 2023

Philip Rycroft	PWC UK: Independent Non-Executive National House Building Council: Non-Executive Director UK Accreditation Service: Non-Executive Director The Portman Group: Chair Independent Commission on the Constitutional Future of Wales: member	York University, Member of Council Chair Our Scottish Future: Non-Executive Director Edinburgh University: Honorary Professor Bennett Institute for Public Policy, Cambridge University: Visiting Fellow Fellow Royal Society of Edinburgh	x	x	x	Director of Philip Rycroft Consulting (25% shareholding)	x	x	x
Jane O'Donnell	Chief Executive, COSLA	x	x	x	x	x	x	x	x
Victoria Underwood	Head of Leadership, Governance and Research College Development Network Airthrey Castle Hermitage Road Stirling FK9 4LA	x	x	x	x	x	x	x	x

A copy of paper 2 (referred to in item 4) and details of the principles agreed “for declaring and managing potential conflicts in meetings”.

Potential conflicts are declared at the start of each Directors’ meeting, based on the agenda, with Directors withdrawing from discussions / decisions if necessary. Conflicts are managed following company law, the Promise Scotland’s articles of association and the governance principles.

Meeting FIVE, Agenda Item 4, Paper 2

UPDATE ON CHAIR'S APPOINTMENT and consequent change to ARTICLES OF ASSOCIATION and MEMBERS AGREEMENT

The Chair will give a verbal update in the meeting on her appointment and the consequent immediate necessary change to be made to the Articles of Association and Members Agreement.

Papers for this item are pending from the Scottish Government and will be forwarded to Directors as soon as they are received.

A paper will be prepared in advance or tabled at Meeting SIX, on 3rd October, for Directors to consider further changes to the governing documents to reflect the evolution of the Company. This will include sub committees, frequency of meetings and quorum.

A copy of the paper outlining governance principles.

The company's governance principles were agreed in Meeting SIX and signed off in Meeting SEVEN and are:

- **Principle 1 – independence**

The Promise Scotland needs to be able to operate independently of Ministers and the Scottish Government in order to fulfil its purpose. The Directors are committed to the independence principle, whilst recognising that current ownership and funding arrangements could compromise this.

The company is wholly owned by Ministers, as the sole Member, and wholly funded by the Scottish Government. The Member has appointed an Independent Strategic Adviser who will also Chair the company, impacting on Directors typical freedom of to appoint their Chair.

There is a commitment to the Chair's independence in her appointment letter, explicit acknowledgment of the expectation on her to operate independently of the Scottish Government and to challenge government policy. The letter also gives assurance that the Scottish Government will provide The Promise Scotland with the necessary resources to effectively discharge its responsibilities.

The Scottish Government grant letter contains an indicative funding commitment to 2025/26.

To ensure their independence, the Directors will:

- recruit and appoint fellow Directors.
- seek a commitment from the Scottish Government not to interfere with the work of the company.
- clarify that it is legitimate for the company to say things that are contrary to Scottish Government policy.
- ensure that their link to the Member is at an appropriately senior level, inviting the Permanent Secretary to join one meeting annually.
- seek an ongoing commitment to adequate funding from the Scottish Government.
- consider other ownership structures.
- consider other sources of finance, including any consequent structural changes.

The Directors have appointed Jackie Brock to the role of whistleblowing champion.

- **Principle 2 - assurance**

The quorum for Directors' meetings is no less than five (minimum 50% of Directors)

An Audit and Risk committee has been established – to review the reliability and integrity of risk management processes, to appoint, meet with and review reports from auditors and to review annual financial statements before submission to the Directors. Directors will delegate regular strategic risk reviews to the committee.

A Finance committee has been established – to review annual budgets before submission to the Directors and to determine employee terms, conditions, salary scales and benefits.

A Nominations committee has been established – to lead the appointments process for Directors and senior employees of the Company.

- **Principle 3 – proportionate**

Meetings of all the Directors will be held four times per year (February, May, August and November).

The Audit and Risk committee meets twice a year (May and November) and it is proposed that it has four members – Fiona Duncan (Chair) and Vicky Underwood (both confirmed) plus Sally Loudon and Anna Black (both proposed).

The Finance committee meets once a year (February) and it is proposed that it has four members – Jim Savege (Chair) and Fraser McKinlay (both confirmed) and David Garbutt and Jackie Brock (both proposed).

The Nominations committee will convene as and when required and will be chaired by Philip Rycroft.

- **Principle 4 – transparent**

The Register of Directors' Interests will be published.

The Member should be invited to one meeting of the Directors per year.

All minutes of Directors' meetings will be published on the website after approval.

Details of induction and papers given to new directors as part of their induction.

Due to the varying levels of involvement with the Independent Care Review and different professional connections with / knowledge of the promise, Director inductions were bespoke.

The Head of Governance and Operations spoke to some directors individually regarding governance structures and the relationship between The Promise Scotland and the Oversight Board. Members of The Promise Scotland team attended Meeting FIVE (29 August 2022) to discuss the set-up of the organisation and its work programmes.

Copies of paper 3, 3a and 4 as presented at the meeting.

SCOTTISH GOVERNMENT GRANT LETTER

The Promise Scotland received a formal grant offer from the Scottish Government for 2022-23 on 8 August 2022. The grant offer includes indicative funding commitments until 2025-26. The full letter is attached as a separate paper (3a). In summary, it sets out that:

- The grant will contribute to the national outcome that “we grow up loved, safe and respected so that we realise our full potential”.
- The main objectives/expected outcomes of the grant are to support the implementation of the conclusions of the Independent Care Review and drive forward Plan 21-24 and the Change Programme.
- The grant will deliver the agreed activities identified within the Scottish Government Promise Implementation Plan; and will fund the direct running costs of The Promise Scotland who will provide oversight and support for the implementation of the promise.
- The grant offer for 2022-23 is £2,318,374.
- The letter offers indicative funding payable in 2023-24; 2024-25 and 2025-26, subject to agreement by Parliament of the Scottish budget in each of those years.

Recommendation: Directors authorise signature of the grant letter by the Chair.

A process will commence in the autumn of each year to agree the amount required for the next financial year, given that this will fluctuate over the lifespan of The Promise Scotland. An update will be provided to Directors in Meeting SEVEN in November.



E:Gavin.Henderson@gov.scot

Fiona Duncan
The Promise Scotland

Fiona@thepromise.scot

Your ref: **OFFER OF GRANT FOR THE PROMISE SCOTLAND**

Our ref: **The Promise Scotland - Grant letter - 2022-23 - 30 June 2022 (A38971292)**

08/08/2022

OFFER OF GRANT FOR THE PROMISE SCOTLAND 2022-23

This grant will contribute to national outcome we grow up loved, safe and respected so that we realise our full potential.

The Scottish Ministers in exercise of their powers under section 68 of the Regulation of Care (Scotland) Act 2001 hereby offer to give to The Promise Scotland (“the Grantee”) a grant of up to two million three hundred and eighteen thousand three hundred and seventy four pounds (£2,318,374) STERLING, payable over the financial year 2022-23 and indicative funding payable per annum over each financial year: 2023-24; 2024-25; 2025-26 subject to agreement by Parliament of the Scottish budget in each of those years; to deliver the agreed activities identified within the Scottish Government Promise Implementation Plan and confirmed in para 2.5; and in connection with the direct running costs of The Promise Scotland who will provide oversight and support for the Implementation of The Promise, which is more particularly described in Part 1 of **SCHEDULE 1** (“the Project/Programme”) and subject to the following terms and conditions:

1. Definitions and Interpretation

- 1.1 In these Conditions, the words and expressions set out in **SCHEDULE 4** shall have the meanings ascribed to them in that Schedule.
- 1.2 In these Conditions unless the context otherwise requires, words denoting the singular shall include the plural and vice versa and words denoting any gender shall include all genders.
- 1.3 The headings in these Conditions are for convenience only and shall not be read as forming part of the Conditions or taken into account in their interpretation.
- 1.4 Except as otherwise provided in these Conditions, any reference to a clause, paragraph, sub-paragraph or schedule shall be a reference to a clause, paragraph, subparagraph or schedule of these Conditions. The schedules are intended to be contractual in nature. They form part of the Agreement and should be construed accordingly.
- 1.5 This Agreement shall not be varied except by an instrument in writing signed by both parties.

2. Purposes of the Grant

- 2.1 The Grant is made to enable the Grantee to carry out the Implementation of The Promise and delivery of the plan for 2022-2023 to 2025-26.
- 2.2 The Grant shall only be used for the purposes of the Project and for no other purpose whatsoever.
- 2.3 No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party.
- 2.4 The main objectives/expected outcomes of the Grant are to support the implementation of the conclusions of The Promise and drive forward The Plan and Change Programme. The delivery of this Grant Offer links to the National Performance Framework, particularly the delivery of the National Outcome for children and young people, to enable them to **grow up loved, safe and respected, so they can achieve their potential**. Specific activity to be undertaken by the Promise team includes:
- 2.5 The Grant shall be used to fund resourcing and delivery of specific activities agreed and set out within the Scottish Governments Promise Implementation Plan. These are:
- To build an evidence base to understand the best governance, financial arrangements and models of care to assess how we best Keep The Promise.
 - To develop a blueprint for the creation and control of, and access to, information about care experienced people which will empower people to decide who and when key information about them is made available.
 - To scope a national lifelong advocacy service for care experienced people and their families.
 - Establish The Promise Collective to support alignment and cohesion of activities.
 - To scope a new, holistic framework for governance and accountability.
 - Continued work to support the redesign of the children's hearing system
 - To develop a universal and inclusive definition of care experience
- 2.6 In addition targets/milestones against which progress in achieving objectives/expected outcomes shall be monitored include:
- Publication of an updated report/ change programme by March 2023 to reflect progress across Scotland to Keep The Promise.
 - Completion of set-up arrangements including recruitment and accommodation, an organisational development plan produced.
 - Continued extensive stakeholder engagement with local authorities/children's services partnerships and national bodies with a role in delivering The Promise Plan 2021-24.
 - Further development of Change Programme ONE and roll-out of the Pinky Promise Design School which have been deferred from 2021/22
 - Ongoing work to support the development of the Whole Family Wellbeing Funding
- 2.7 The eligible costs for which the Grant can be claimed are:
- Oversight Board running costs, including members fees and expenses
 - Staff training costs

- Evidence and policy development
- Communication (including online) activity and development
- Office equipment and supplies, including IT and telephony
- Travel and subsistence
- Accommodation expenses including building lease where applicable
- Staffing costs including salaries and other allowances
- Other costs incurred by the host

2.8 The eligible costs exclude:

- Any Value Added Tax (VAT) reclaimable by the Grantee

3. Payment of Grant

3.1 The Grant shall be paid by the Scottish Ministers to the Grantee in accordance with the terms of [SCHEDULE 1](#) attached.

3.2 The Grantee shall within 6 weeks of submitting the final Grant Claim submit to the Scottish Ministers a statement of compliance with the Conditions of the Grant using the form of words provided in [SCHEDULE 3](#). The statement shall be signed by the Senior Operations Manager.

3.3 In the event that the amount of the Grant paid by the Scottish Ministers to the Grantee at any point in time is found to exceed the amount of the expenses reasonably and properly incurred by the Grantee in connection with the Project, the Grantee shall repay to the Scottish Ministers the amount of such excess within 14 days of receiving a written demand for it from or on behalf of the Scottish Ministers. In the event that the Grantee fails to pay such amount within the 14 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand from the date of the written demand until payment in full of both the sum and the interest.

3.4 The Scottish Ministers shall not be bound to pay to the Grantee, and the Grantee shall have no claim against the Scottish Ministers in respect of, any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable financial year as set out in [SCHEDULE 1](#), unless otherwise agreed in writing by the Scottish Ministers.

4. Inspection and Information

4.1 The Grantee shall keep the Scottish Ministers fully informed of the progress of the Project/Programme in the form of informal bi-monthly meetings and more formal quarterly meetings. Report requirements will be linked to documentation submitted to ministers. Those meetings will involve, but are not limited to SG Deputy Director for The Promise and SG Deputy Director for Strategy, GIRFEC and The Promise and their respected team reports. Details shall include actual expenditure to date compared with profiled expenditure and any change to estimated expenditure for the financial year and/or the Project as a whole, the reasons for any such changes and progress in achieving objectives/outcomes.

4.2 Revisions to targets/milestones against which progress in achieving objectives/outcomes are monitored shall be subject to the written agreement of the Scottish Ministers.

- 4.3 The Grantee shall, at the end of each funding year, submit a report to the Scottish Ministers summarising the outcomes and performance over the year. Such a report shall include such statistical and other information relating to the impact of the work undertaken as shall be required by the Scottish Ministers.
- 4.4 The Grantee shall also provide any other information that the Scottish Ministers may reasonably require to satisfy themselves that the Project/Programme is consistent with the Agreement. The Grantee shall provide the Scottish Ministers with prompt access to any information they reasonably require to ensure compliance with these Conditions.
- 4.5 The Grantee shall keep and maintain for a period of 6 years after the expenditure occurs, adequate and proper records and books of account recording all receipts and expenditure of monies paid to it by the Scottish Ministers by way of the Grant. The Grantee shall afford the Scottish Ministers, their representatives, the Auditor General for Scotland, his/her representatives and such other persons as the Scottish Ministers may reasonably specify from time to time, such access to those records and books of account as may be required by them at any reasonable time in response to a written request for such access from the person seeking it. The Grantee shall provide such reasonable assistance and explanation as the person carrying out the inspection may from time to time require.
- 4.6 In the event of the Grantee becoming aware of or suspecting any irregular or fraudulent activity that may have any impact on the Project or on the use of the Grant, or any part of it, the Grantee shall immediately notify the Scottish Ministers of such activity and provide such other information as the Scottish Ministers may reasonably require in relation to the impact on the Project and the use of the Grant.
- 4.6.1 The Grantee must have robust safeguarding policies and procedures in place to protect vulnerable adults and children. These should include whistleblowing and monitoring and complaints processes. The Grantee must also have in place a clear procedure which must be followed if it becomes aware of any specific safeguarding incident. Any policies and procedures shall comply with the relevant current national guidance in Scotland, including the National Guidance for Child Protection in Scotland where relevant. Where the Grantee is working directly through a partner organisation, the Grantee is required to have undertaken due diligence in relation to safeguarding arrangements, including obtaining evidence of satisfactory safeguarding policies and procedures by the Grantee's partner organisation. The Grantee must report all and any cases of suspected abuse or malpractice relating to anyone involved in delivery of the Project or any beneficiary of the Project to Scottish Ministers and the relevant authorities immediately. The Grantee must, upon request from Scottish Ministers, provide copies of the adult and child protection policies and procedures referred to in this clause.
- 4.6.2 In the event of the Grantee becoming aware of or suspecting:
- any irregular or fraudulent activity in relation to the Grant or Project, or any part of either of them; and/or
 - any safeguarding incident by or in respect of any person involved in the Project

The Grantee shall immediately notify the Scottish Ministers of such activity or incident and provide such other information as the Scottish Ministers may reasonably require in relation to the impact on the Project and the use of the Grant. In so notifying Scottish Ministers, the Grantee must also confirm that such irregular or fraudulent activity or safeguarding incident has been referred to the relevant regulatory or other authority as appropriate, in line with any statutory duty and otherwise

in line with any guidance issued from time to time on Notifiable Events by either the Office of the Scottish Charity Regulatory (OSCR) or as appropriate the Charity Commission for England and Wales. For the avoidance of doubt, in this agreement, a reference to “safeguarding policies”, “safeguarding procedures” or “safeguarding processes” is a reference to adult and child protection policies, procedures and processes and a "safeguarding incident" includes any incident of abuse or mistreatment of any vulnerable adult or child.

- 4.7 The grantee shall immediately inform the Scottish Ministers of any change in its constitution for example, but not limited to, a change in status from one type of body corporate to another.

5. Confidentiality and Data Protection

- 5.1 The Grantee will respect the confidentiality of any commercially sensitive information that they have access to as a result of the Project.
- 5.2 Notwithstanding the above, the Grantee may disclose any information as required by law or judicial order. All information submitted to the Scottish Ministers may need to be disclosed and/or published by the Scottish Ministers. Without prejudice to the foregoing generality, the Scottish Ministers may disclose information in compliance with the Freedom of Information (Scotland) Act 2002, any other law, or, as a consequence of judicial order, or order by any court or tribunal with the authority to order disclosure. Further, the Scottish Ministers may also disclose all information submitted to them to the Scottish or United Kingdom Parliament or any other department, office or agency of Her Majesty’s Government in Scotland, in right of the Scottish Administration or the United Kingdom, and their servants or agents. When disclosing such information to either the Scottish Parliament or the United Kingdom Parliament it is recognised and agreed by both parties that the Scottish Ministers shall if they see fit disclose such information but are unable to impose any restriction upon the information that it provides to Members of the Scottish Parliament, or Members of the United Kingdom Parliament; such disclosure shall not be treated as a breach of this agreement.
- 5.3 The Grantee shall ensure that all requirements of the Data Protection Laws are fulfilled in relation to the Project.
- 5.4 To comply with section 31(3) of the Public Services Reform (Scotland) Act 2010, the Scottish Ministers publish an annual statement of all payments over £25,000. In addition, in line with openness and transparency, the Scottish Government publishes a monthly report of all payments over £25,000. The Grantee should note that where a payment is made in excess of £25,000 there will be disclosure (in the form of the name of the payee, the date of the payment, the subject matter and the amount of grant) in both the monthly report and the annual Public Services Reform (Scotland) Act 2010 statement.

6. Disposal of Assets

The Grantee shall not, without prior written consent of the Scottish Ministers, dispose of any asset funded, in part or in whole, with Grant funds within 5 years of the asset being acquired or developed. During that period the Scottish Ministers shall be entitled to the proceeds of the disposal – or the relevant proportion of the proceeds based on the percentage of grant funding used in connection with the acquisition or improvement of the asset against the whole proceeds. The Scottish Ministers shall also be entitled to the

relevant proportion of any proceeds resulting from any provision included as a condition of sale. Recovery by the Scottish Ministers shall not be required where the value of the asset is less than £1000

7. Intellectual Property Rights

- 7.1 All Intellectual Property Rights are hereby assigned to and shall vest in the Crown or its assignees.
- 7.2 The Grantee shall ensure that nothing contained in any materials produced or submitted to the Scottish Ministers by the Grantee or anyone acting on its behalf nor the reproduction of such materials, shall constitute an infringement of any third party copyright or intellectual property right and shall indemnify the Scottish Ministers against all actions, proceedings, claims and demands made by reason of any such infringement.

8. Default and Recovery etc. of Grant

- 8.1 The Scottish Ministers may re-assess, vary, make a deduction from, withhold, or require immediate repayment of the Grant or any part of it in the event that:
- 8.1.1 The Grantee commits a Default;
 - 8.1.2 The Scottish Ministers consider that any change or departure from the purposes for which the Grant was awarded warrants an alteration in the amount of the Grant;
 - 8.1.3 The Grantee fails to carry out the Project;
 - 8.1.4 In the Scottish Ministers' opinion, the progress on the Project is not satisfactory; or
 - 8.1.5 In the Scottish Ministers' opinion, the future of the Project is in jeopardy.
- 8.2 If the Grant (or any part or condition thereof) does not comply with applicable Subsidy Control obligations, Scottish Ministers may require immediate repayment of the Grant or any part of it together with interest at such rate and on such basis as may be determined from time to time in accordance with law.
- 8.3 The Scottish Ministers may withhold the payment of the Grant if at any time within the duration of the Agreement:
- 8.3.1 The Grantee passes a resolution that it be wound up, or a court makes an order that the Grantee be wound up, in either case otherwise than for the purposes of reconstruction or amalgamation, or circumstances arise which would enable a court to make such an order or the Grantee is unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;
 - 8.3.2 Where the Grantee is an individual, if a petition is presented for the Grantee's bankruptcy or the sequestration of his estate or a criminal bankruptcy order is made against the Grantee; or the Grantee makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignation for the benefit of creditors, or if an administrator or trustee is appointed to manage his affairs; or

- 8.3.3 A receiver, manager, administrator or administrative receiver is appointed to the Grantee, or over all or any part of the Grantee's property, or circumstances arise which would entitle a court or a creditor to appoint such a receiver, manager, administrator or administrative receiver.
- 8.4 In the event that the Grantee becomes bound to pay any sum to the Scottish Ministers in terms of clause 9.1, the Grantee shall pay the Scottish Ministers the appropriate sum within 14 days of a written demand for it being given by or on behalf of the Scottish Ministers to the Grantee. In the event that the Grantee fails to pay the sum within the 14 day period, the Scottish Ministers shall be entitled to interest on the sum at the rate of 2 per cent per annum above the Bank of England base lending rate prevailing at the time of the written demand, from the date of the written demand until payment in full of both the sum and interest.
- 8.5 Notwithstanding the provisions of this clause 9, in the event that the Grantee is in breach of any of the Conditions, the Scottish Ministers may, provided that the breach is capable of a remedy, postpone the exercise of their rights to recover any sum from the Grantee in terms of clause 9 for such period as they see fit, and may give written notice to the Grantee requiring it to remedy the breach within such period as may be specified in the notice. In the event of the Grantee failing to remedy the breach within the period specified, the Grantee shall be bound to pay the sum to the Scottish Ministers in accordance with the foregoing provisions.
- 8.6 Any failure, omission or delay by the Scottish Ministers in exercising any right or remedy to which they are entitled by virtue of clauses 9.1 to 9.3 shall not be construed as a waiver of such right or remedy.

9. Assignment

The Grantee shall not be entitled to assign, sub-contract or otherwise transfer its rights or obligations under the Agreement without the prior written consent of the Scottish Ministers.

10. Termination

The Agreement may be terminated by the Scottish Ministers giving not less than 3 months' notice in writing from the date of the notice being sent.

11. Corrupt Gifts and Payments of Commission

The Grantee shall ensure that its employees shall not breach the terms of the Bribery Act 2010 in relation to this or any other grant. The Grantee shall ensure that adequate controls are in place to prevent bribery.

12. Continuation of Conditions

- 12.1 These Conditions, except for Condition 6, shall continue to apply for a period of 5 years after the end of the financial year in which the final instalment of the Grant was paid.
- 12.2 Condition 6 shall continue to apply until the end of the period referred to in that Condition.

13. Compliance with the Law

The Grantee shall ensure that in relation to the Project, they and anyone acting on their behalf shall comply with the relevant law, for the time being in force in Scotland.

14. Governing Law

This contract is governed by the Law of Scotland and the parties hereby prorogate to the exclusive jurisdiction of the Scottish Courts

If you wish to accept the offer of this Grant on the whole terms and conditions as set out in the letter and annexed Schedules, you should sign and date both copies of the Grant Acceptance below and return one copy of the offer of Grant and Schedules to me at The Promise Team, Area 2A South, Victoria Quay, Edinburgh, EH6 6QQ, plus a pdf copy by email to Gavin.Henderson@gov.scot You should retain the second copy of the offer of Grant and Schedules for your own records.

Yours sincerely

Gavin Henderson
Deputy Director The Promise Division
08/08/2022

GRANT ACCEPTANCE

On behalf of The Promise Scotland I accept the foregoing offer of Grant by the Scottish Ministers 8 August 2022 on the whole terms and conditions as set out in the letter and annexed Schedules. I confirm that The Promise Scotland is solvent. I confirm that I hold the relevant signing authority.

Signed:

«Director/Company Secretary/Authorised Signatory»

Print Name:

Position in Organisation of Person Signing:

Date: [Click here to enter a date.](#)

Place of Signing:

Signed:

«Witness»

Witness Name:

Address:

Date: [Click here to enter a date.](#)

Place of Signing:

SCHEDULE 1

PART 1: THE PROJECT/PROGRAMME

The Promise Scotland will provide oversight and support for the implementation of the conclusions of the independent Care Review, contained within the [reports](#) published on 5 February 2020. They have set out key milestones and recommendations in the plan for 2021-2024 which was published on 31 March 2021.

PART 2: PAYMENT OF GRANT

1. The total Grant of up to £2,318,374 in 2022-23 and per annum for the remaining financial years shall be payable by the Scottish Ministers to the Grantee quarterly in advance on receipt of a completed claim for Grant in the form set out in [SCHEDULE 2](#) together with the associated monitoring information set out in paragraph 4.1 of the Offer of Grant.
2. The total Grant shall be payable over the financial years 2022-23 to 2025-26

Financial Year	Amount
22/23	£2,318,374
23/24	£2,318,374
24/25	£2,318,374
25/26	£2,318,374

The schedule below provides a guide for how the Grant will be allocated for financial year 2022-23. There however remains a level of flexibility in when payments will be administered across the financial year to ensure that a fixed schedule does not create a barrier for the delivery of the work required to Keep The Promise.

Claim Date	Anticipated amount
1 July 2022	£579,593.50
1 October 2021	£579,593.50
1 December 2021	£579,593.50
28 February 2022	£579,593.50

The schedule for Grant for future financial years - 2023-25 is indicative funding subject to approval each financial year via the Scottish budget and will be agreed as progress is made and future profiling is developed.

The Scottish Ministers shall not be bound to pay any instalment of the Grant which has not been claimed by the Grantee by 31 March of the applicable financial year, unless otherwise agreed in writing by the Scottish Ministers.

3. The Grantee shall provide a monthly profile of expenditure of the Grant before the start of each financial year. Any change to the profile or to the overall costs of the Project/Programme shall be notified to the Scottish Ministers at the earliest opportunity via the claims for Grant and monitoring reports.

4. Each claim shall be for an amount equal to the actual reasonable and proper costs and expenses incurred by the Grantee in connection with the Project since the submission by it of the last claim or an instalment of the Grant
5. Each claim shall be submitted together with such explanatory or supplementary material as the Scottish Ministers may from time to time require whether before or after submission of the claim.
6. On receipt of each claim (and any required documentation and information), the Scottish Ministers shall determine the amount of expenditure which they consider the Grantee has reasonably and properly incurred in connection with the Project/Programme having regard to that claim. The determination shall be based on the information provided by the Grantee in accordance with this Schedule. The Scottish Ministers shall use their best endeavours (but shall be under no obligation or duty) to pay the amount determined to the Grantee within 2 weeks of receiving a claim and any required documentation and information relevant to the claim.
7. In order to facilitate the accrual of expenditure of the Grant for the financial year the Grantee shall, where appropriate, advise the Scottish Ministers in writing by Mid- April the amount of the Grant actually expended up to and including 31 March.

SCHEDULE 2

GRANT CLAIM FORM

Organisation: The Promise Scotland

Bank details: «Name and address, sort code, account number»

Project: The Promise

Total agreed grant for: 2022-23 £ £2,318,374 million

Latest forecast of expenditure of grant for: «20XX-XX»: «Amount»

Grant claimed to date: «Amount»

We hereby claim grant of in respect of the above period in accordance with the terms and conditions of the offer of Grant 31 March 2022 and the Schedules attached there to.

Completed by:

Position:

Contact Details:

Date:

Items of Expenditure

Please list in the table below all discrete items of expenditure relevant to the above period and the type of documentary evidence that has been submitted or will be made available on request to substantiate each amount.

A	B	C	D
Item	Amount (£)	Paid Invoice [Y/N]	Other (please specify, e.g. certificate of payment in kind)
TOTAL*			

* Note the total should add up to the total expenditure claimed for the period.

SCHEDULE 3

STATEMENT OF COMPLIANCE WITH CONDITIONS OF GRANT

THE PROMISE – 2022-23

This is to confirm that the grant claimed by The Promise Scotland in relation to the above Project during the financial year ended 31 March 2023 was properly due and was used for its intended purpose(s) in accordance with the terms and conditions of the Grant. This statement is supported by the records of The Promise Scotland.

Signed:

Name in block capitals:

Position:

Date: [Click here to enter a date.](#)

SCHEDULE 4

DEFINITIONS

“Agreement” means the agreement constituted by the Scottish Ministers’ invitation to apply for a grant, the Grantee’s Application, these Conditions and the Grantee’s acceptance of these Conditions;

“Conditions” means these grant conditions;

“Data Protection Laws” means any law, statute, subordinate legislation, regulation, order, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements of any regulatory body including the Data Protection Act 1998, the Data Protection Act 2018 and any statutory modification or re-enactment thereof and the GDPR.

“Default” means:

- a) Any breach of the obligations of either party under this Agreement (including, but not limited to, any breach of any undertaking or warranty given under or in terms of this Agreement);
- b) Any failure to perform or the negligent performance of any obligation under this Agreement;
- c) Any breach of any legislation; or
- d) Any negligence or negligent or fraudulent mis-statement or misappropriation of Grant, or any other default,

In all cases by either party, its employees, agents or representatives;

“Financial Year” means a period from 1 April in one year until 31 March in the next;

“Grant” means the grant offered by the Scottish Ministers to the Grantee as specified in the Award Letter, as varied from time to time in accordance with these Conditions;

“Grantee” means the person, organisation or body to which the Grant will be payable as specified in these Conditions. Where two or more persons, organisations or bodies are the Grantee, references to the “Grantee” are to those persons, organisations or bodies collectively and their obligations under the Agreement are undertaken jointly and severally;

“Intellectual Property Rights” means all copyright, patent, trademark, design right, database right and any other right in the nature of intellectual property whether or not registered, in any materials or works in whatever form (including but not limited to any materials stored in or made available by means of an information technology system and the computer software relating thereto) which are created, produced or generated as part of the Project by or on behalf of the Grantee.

“Project/Programme” means the purpose for which the Grant has been awarded as described in the Offer of Grant;

“Payment” means each of the payments specified in Schedule 1 hereto.

“Subsidy Control” means the United Kingdom’s international commitments on subsidy control arising from, amongst others, the EU-UK Trade and Cooperation Agreement, World Trade Organisation Membership and commitments arising from international treaties and agreements to which the United Kingdom is a party.

BUDGET 2022/23

The Promise Scotland was incorporated on 24 March 2021 with full set-up delayed due to the pandemic and Scottish Government's consultation on the National Care Service.

For 2022/23, The Promise Scotland undertook a zero-based budgeting exercise. The budget process this year has been fluid and complex, due to an underspend from the set-up year and the introduction of asks from the Scottish Government late in the process.

The budget has been reviewed by the senior leadership team and continues to be refined. The table below shows Directors the summary position:

1 April 2022 - 31 March 2023	
INCOME - SCOTTISH GOVERNMENT GRANT	
Carried forward from set-up year 2021/22	1,034,149
Funding for 2022/23, as per grant letter	2,318,374
TOTAL INCOME	3,352,523
EXPENDITURE	
Plan 21-24 project costs	491,466
Project costs related to Scottish Government's 'Keeping the Promise Plan'	356,797
Salaries	1,638,934
Core delivery costs	719,786
One-off set up costs	145,540
TOTAL EXPENDITURE	3,352,523

Management accounts will be brought to Meeting SIX on 3rd October and will be a standing agenda item going forwards. There will be an update on the 2023/24 budget process in Meeting SEVEN in November.

A copy of all monitoring reports presented to the Scottish Government since the Promise Scotland was formed.

The Promise Scotland

Monitoring and Progress Report

Quarter One 2022/23: 1st April – 30th June 2022

DRAFT

Contents

Executive Summary.....	3
The Promise Scotland: An Overview.....	4
What is The Promise Scotland?	4
The Promise Scotland: Key Information	5
Monitoring Information.....	6
Project Outcomes and Progress.....	6
Legislation and Governance	8
Data.....	10
Core Functions.....	14
Monitoring.....	16
Change Support	18
Money.....	26
Organisation set-up.....	28
Finance.....	30
Other Progress and Highlights	32
Summary.....	33
Appendix One.....	34

Executive Summary

This report relates to the activity of The Promise Scotland in Quarter One (April-June) of reporting year 2022/23. This has been a period of organisational growth and development, with the organisation taking occupancy of its permanent office space; recruitment activity; and project development to implement Plan 21-24.

Projects in the main are performing to anticipated timelines and are expected to achieve desired impact. Work is underway around budget re-profiling to reflect project milestones more accurately. In particular, the asks in the Scottish Government Implementation Plan need to be scoped and sequenced.

DRAFT

The Promise Scotland: An Overview

What is 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. As an organisation it has no formal powers and by design, it will only exist until the promise is kept or 2030 at the latest - whichever is soonest.

It is committed to its own obsolescence. At every stage, The Promise Scotland (TPS) will ask whether what is needed to drive change to Keep the Promise could be done without its involvement. If work is already underway and is sufficient, then The Promise Scotland's support role is not needed. Similarly, The Promise Scotland seeks to build capacity alongside its support and exit spaces as soon as is possible - building a permanent role for another part of 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.

The Promise Scotland: Key Information

The Promise Scotland employs 30 staff across 4 functions:

- Operations
- Insights
- Support
- Public Affairs

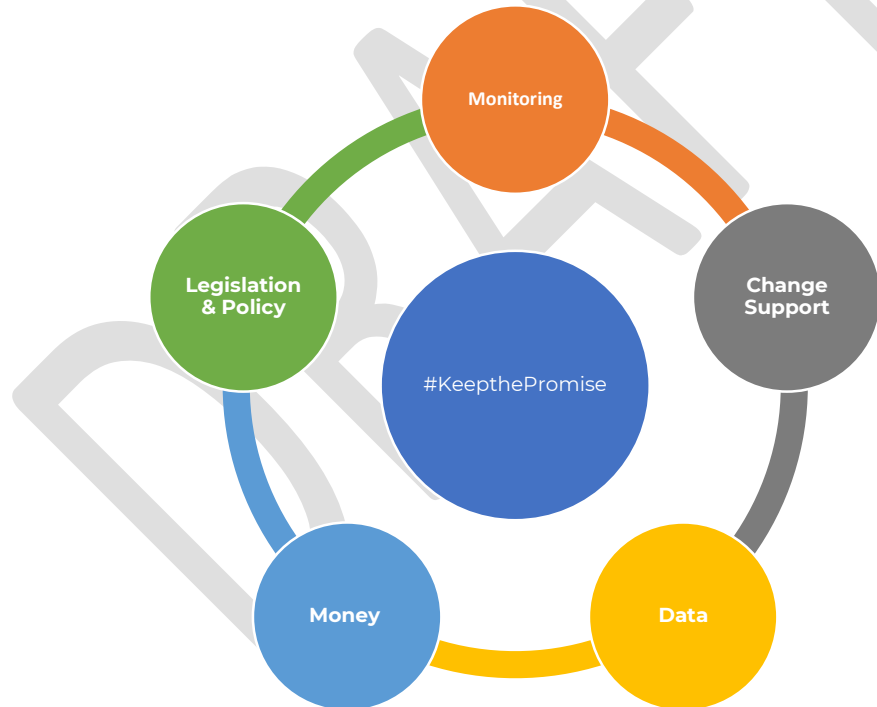
The organisational structure can be viewed [here](#).

DRAFT

Monitoring Information

Project Outcomes and Progress

In recognition that work programmes are underpinned by collaboration, programmes and projects are organised around themes:



Programmes of work associated with these themes are structured to ensure an effective balance of support and monitoring, and shaped around the following principles:

- Collaboration at the heart of lasting change.
- A constant cycle of acting and learning.
- Purposeful adaptation.
- Collective discussion and understanding.
- Proactively seeking a broad range of analysis and engagement.
- A position of reflection, facilitation, and support.
- Constructive challenge.

Progress in these thematic programme areas is detailed in the below. In addition, there are significant programmes of work that are themed as 'Core Functions'.

Legislation and Governance

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	Q1 - 2022/23 - Commentary
Hearing System Working Group	Production of policy proposals that can be used by Scottish Government to form the basis of the Promise Bill at the end of this parliamentary term	Oct-21	Apr-23	September: Legislative and case law scoping and report framework complete; October: Research collated; Late October: Service Design blueprint completed; November: Deliberation stage underway; Final drafting: February/March	In progress	The project design teams have been populated and are beginning their work in August 2022. The time commitment for participants has been mitigated and there are excellent levels of engagement. The key milestones are on track with plans for a decision and testing phase in the early part of 2023, with publication of the final output in April 2023. Chairs of TPS, CHS, SCRA and Sheriff David Mackie met in June 2022 to review progress and content with direction of travel.

Framework for governance and accountability	Accountable shared working around the lives of children & families enabled by a new holistic framework.	Sept-22	Jun-24	Sept-Oct: Overview of recent and forthcoming reviews and commissions compiled; accountability recommendations summarised. Oct-Dec: Collaborative programme scoping, taking account of NCS.	Due to start in Q3	This work will be linked closely to work on Inspection & Regulation and work on strategic scrutiny, although these strands are not being led by The Promise Scotland. The Governance Lead position is currently vacant. Capacity for this workstream will be resolved during the scoping phase, and all options considered including commissioning and secondments.
--	---	---------	--------	---	--------------------	---

DRAFT

Data

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Doing Data Differently	Creation of an online tool housing a central, cohesive map of all data that directly and indirectly impacts the lives of children and families, including wider socio-		Dec-22	Translation of Care Review voice evidence into 469 data points	Complete	Doing Data Differently Manager in post. The final stages of stakeholder engagement pre-online publication of the tool are underway. Data map is being socialised and data collection tool tested with a representative cross-section of stakeholders, to ensure the tool is fit for purpose and user friendly, as well as to inform final design of tool.
				Completion of audit of all existing, national level, publicly available datasets	Complete	
				Initial round of stakeholder engagement to build data collection tool	Complete	

	structural factors.			First round of data collection tool testing	Complete	
				Second round of stakeholder engagement and testing of data collection tool	In progress	
				Online tool version one live	Not yet started	
NCS Evidence Base	An evidence base regarding the benefits and risks of transferring children's services into the NCS is developed.	Apr-22	Dec-23	Shape commissioning brief in conjunction with Scottish Government	In progress	Insights team have now commented on first and second drafts of commissioning brief for the NCS evidence base, but this has not yet been finalised to our knowledge. Conversations on the impact this work and its structure has on the role of The Promise Scotland in this work as outlined in the Implementation Plan are ongoing.
Information Sharing	There is a blueprint for the creation	Apr-22	Jun-24	Project plan yet to be defined	Not yet started	The Promise Scotland continues to make connections between work underway across the sector on information sharing and this element of the implementation

	and control of, and access to, information about care experienced people.					plan. It is expected that TPS will remain an engaged partner in the development of this work, to ensure the promise is kept at the heart of any final output. Improvement Lead currently on steering group for 'My Story' promise digi project which is developing a 'digital passport' for care.
Evidence Library	The Promise Scotland holds an evidence bank across grey, academic and policy literature intended to capture a wide variety of data and evidence to provide context to progress monitoring outputs.	Jan-22	On-going	Initial library developed and populated	Complete	
				Finalise tagging framework	In progress	A first complete draft of a tagging framework, aligned to plan 21-24 is complete. A sample of these tags has undergone testing to understand the useability and usefulness of the proposed tags, as well as to get a sense of how long the process of tagging all the documents in the library might take. First round resulted in learning about the need for both more detailed definitions of tags, and a set of guiding questions and an agreed single approach to tagging, to ensure a replicable and robust process. A second round of

						testing to build on the first round is currently underway and due to be completed early in Q2.
				Tagging existing documents in evidence library	In progress	This is in progress; however, the final tagging framework is still in development as above.
				User testing across TPS	Not yet started	
				Ongoing maintenance and development	In progress	Currently considering the resource required for ongoing maintenance and use of the Evidence Library, both in terms of keeping it up to date and using it for analyses within the feedback loop and change programme. Considering recruitment of a Research and Evidence Officer post whose duties will include the ongoing maintenance of the Evidence Library once the current contents are tagged up.

Core Functions

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Feedback Loop	The Promise Scotland's has a robust process for receiving, analysing, and organising information and evidence to support and	Jan 22	On-going	Sorting framework for engagement developed	Complete	<p>Drawing from implementation science and human learning systems, the questioning framework has been developed with input across the organisation in order that The Promise Scotland can develop actionable insights that allow the effective deployment of support and monitoring activity.</p> <p>The framework allows TPS to understand where things aren't working; why things aren't working; where work to improve could start/be located; how work to improve should be supported.</p>
				File management protocol for Sharepoint embedded	In progress	

	connect the work of change.			Tractivity CRM system fully operational	In progress	Team specific support sessions will conclude by end August 2022.
--	-----------------------------	--	--	---	-------------	--

DRAFT

Monitoring

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Change Programme	Scotland has an iterative tracker for work underway across Scotland to #KeepThePromise aligned to Plan 21-24.	Jun 21	On-going	Feedback loop operationalised	In progress	Significant work with teams undertaken to refine questioning approach and align tractivity systems. Agreed test of feedback loop in Q2 using restraint as a pilot.
				Scoping document produced for Change Programme online development	Not yet started	
				Invitation to tender document issued	Not yet started	
The Promise Collective	Alignment of all Scottish Government	Apr-22	On-going	Remit and membership of group defined	In progress	First meeting took place 22 June with a follow up session set for 2 September 2022.

	funded delivery & improvement initiatives that are working to Keep The Promise.			First meeting takes place	Complete	
--	---	--	--	---------------------------	----------	--

DRAFT

Change Support

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Promise Design School (CHANGE PROJECTS)	To improve quality of co-design work led by those actively working on service redesign, increasing the influence of citizens on live change efforts.	April 2021	On-going	Cohort 1 May – Nov 2022 Cohort 2 July – Dec 2022 Cohort 3 Autumn 2022 - Summer 2023	In progress	<p>Two cohorts are live: May (supporting 5 projects) via a digital learning route, and another due in Q2 July (hybrid delivery supporting 10 projects).</p> <p>This is a new iteration of the delivery model: content has been redeveloped and additional focus on support and specific thematic areas.</p> <p>Resource from the Office of the Chief Designer has been confirmed until August 2023.</p> <p>Thereafter, following evaluation, joint recommendations shall be made for a sustainable model of delivery that allows responsiveness to strategic priorities.</p>

Promise Design School (CITIZEN LED)	To create a platform for the care experienced community to initiate redesign work around their own priorities.	April 2022	On-going	June-Aug 2022 Co-design work with previous participants	In progress	<p>A project brief is being reviewed internally. This recommends the formal commissioning of Who Cares? Scotland to work alongside TPS to develop and scope this pathway. This commission would see the partner support the testing of an approach including (but not exclusive to) their membership. It is expected that this should enable co-design sessions to begin in August.</p> <p>Expressions of interest can already be made via the TPS website: there is a small waiting list of people seeking to take part.</p>
--	--	------------	----------	--	-------------	---

DRAFT

Communities of Interest (COI): Phase One	To create a defined community of Promise Leads, which supports connection, collaboration, and change.	April 2022: Local Authority Promise Leads COI	On-going	Oct 2022 (Phase one review)	In progress	<p>The Community of Interest for Local Authority Promise Leads launched this quarter, with the first Community of Interest taking place on 13/4/22, followed by the second on 8/6/22. All 32 local authorities have nominated a representative.</p> <p>The first session focussed on introductions, the purpose of the COI, and outlining the aspiration for it to be community led. It was attended by 31 participants representing 29 local authorities</p> <p>The second COI involved an exploration of the Scottish Government Promise Implementation Plan, the COSLA report and the Oversight Board report. Fraser McKinlay also delivered an input and presentation on the Using Money Differently work, both nationally and locally. 24 participants attended representing 75% of LAs.</p> <p>The team has established a regular dialogue with Jillian Gibson at COSLA to</p>
---	---	---	----------	-----------------------------	-------------	--

						ensure that respective Promise Leads meetings have distinctly different purposes.
--	--	--	--	--	--	---

DRAFT

<p>Support the Promise Partnership (managed by the Corra Foundation)</p>	<p>To support funded organisations to deliver their projects, informed by the Promise and to use this information to strategically inform and influence future focus of funding</p>	<p>April 2021</p>	<p>March 2025</p>	<p>May 2022 - TPS strategic input to funding criteria. June 2022 - New Promise Partnership funding stream launched</p>	<p>In progress</p>	<p>The revised Memorandum of Understanding between the Corra Foundation and The Promise Scotland was signed by both organisations on 7/6/2022.</p> <p>Development activity in Q1 has included: strategic guidance on the focus and criteria of the most recent Promise Partnership funding stream; and subsequent contribution to the now published challenge briefs. Work has also begun to review the provision of Monitoring, Evaluation and Support to funded organisations</p> <p>Promise Delivery Partners have begun initial engagement and support of existing grantees of the Promise Partnership. The initial engagement phase is intended to conclude by the end of the summer period.</p>
---	---	-------------------	-------------------	---	--------------------	---

Pinky Promise Design School	<p>To support organisations to involve children in the design of the services and supports they want to see. Tool kits for child-led ideation and design.</p>	<p>May 2022</p>	<p>On-going</p>	<p>June 2022 - Stakeholder Scoping session</p>	<p>Not yet started</p>	<p>An updated proposal on operationalising the Pinky Promise has been developed for internal review and approval. It is anticipated this will be delivered through a partnership with the Children's Parliament.</p> <p>It is expected that in Q2 all key stakeholders and funders will come together so that: the project team is identified; budget and funding agreed; planning begun for a launch in Autumn 2022.</p>
Advocacy - scope a national lifelong independent advocacy services for care experienced people and families.	<p>To work with stakeholders to complete this collaborative work and present recommendations to Scottish Ministers for consideration by the end of 2023.</p>	<p>June 2022</p>	<p>December 2023</p>		<p>Not yet started</p>	<p>A joint meeting took place on 21/6/22 between the SG Promise Team and our Senior Leadership Team. These have been scheduled to occur on a 4-weekly basis from early August. There was some preliminary discussion about the Advocacy scoping ask that now sits within the Promise Scotland workplan. This will be a joint piece of work with SG Promise Team, and it was agreed that we should arrange a first meeting to initiate this work. Two dates for this initial Advocacy scoping meeting have been proposed by TPS in early August</p>

						and we await a confirmed preference from SG.
Ideas Bank	An output of the feedback loop intended to support innovation and improvement based on what is known and what is learned	Sep 22	Ongoing		Not yet started	<p>Engagement across sectors (including funders) has shown that idea generation is prolific yet there remain significant gaps in successful implementation. The feedback loop brings many of these ideas to the attention of The Promise Scotland and facilitates a deep understanding of local and national contexts including the factors often cited as the cause of implementation lag and failure (such as fit, appetite and resource).</p> <p>The creation of a repository to which partially or fully formed ideas can be channelled and then considered within the wider processes of the feedback</p>

						<p>loop is intended to bridge the gaps and challenges known to exist.</p> <p>Ideas that arise through the feedback loop are expected to originate via engagement, the Promise Design School, Pinky Promise Design School, the Promise Partnership etc.</p>
--	--	--	--	--	--	--

DRAFT

Money

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Using Money Differently	Roll out of the Care Reviews 'Follow the Money' work in local areas to obtain a strong understanding of how money is currently used in local systems and the barriers and opportunities for how that money is used differently.	May 21	On-going	Analyst in post and contributing to analysis in local areas to progress understanding. Phase 1 completion in May 2022, phase 1 report produced to be used for planning in Summer 2022 for Phase 2	In progress	Phase 1 completes the work undertaken in 3 local authority areas to answer question 1 in the Using Money Differently work plan: what is currently spent? and identification of the barriers to shifting that spend identified locally. Learning from this phase and report will be used to shape planning for phase 2, diarised for August 2022.

Whole Family Wellbeing Fund	<p>Ensuring the approach to the £500m whole family wellbeing fund is based on the principles of 'Follow the Money' and the whole family support principles outlined in the Care Review</p>	<p>May-21</p>	<p>Ongoing</p>	<p>Initial £50m tranche of funding now distributed to local partnerships</p>	<p>In progress</p>	<p>Initial £50m was distributed by SG to local partnerships in July. Guidance for the WFWF is in line with the principles of Follow the Money and whole family support principles, In addition, some key objectives have been secured, such as non-competitive funding approach and commitment to multi-year funding.</p> <p>Continuing to work with three local authority areas (as above) to provide 'critical friend' support on how they are going to invest their allocation of WFWF, in line with SG guidance and in order to keep The Promise.</p> <p>Learning from this phase of the Whole Family Wellbeing Fund has been captured as part of phase one report (see above) and will be shared with SG and wider communities of interest in the autumn.</p>
------------------------------------	--	---------------	----------------	--	--------------------	--

Organisation set-up

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q1 Comments
Non-stat co	Recruit NEDs / establish governance	Aug 2021 – actual start Mar 2022 due to SG delays in announcing the shape of the National Care Service	On-going	On 11 May at Meeting THREE recruitment approach agreed with Member organisation. On 9 August, Meeting FOUR of the Directors approved final appointments.	In progress	Two phases of recruitment commenced after Scottish Government’s announcement on the shape National Care Service.: direct approaches to stakeholder organisations; advert for independent members (27 June - 18 July); sifting, scoring, and interviewing.

CEO appointment	Organisational leadership and stability	Aug 2021 – actual start Mar 2022 due to SG delays in announcing the shape of the National Care Service	September	Recruitment approach agreed with Member organisation in May. On 9 August, Meeting FOUR of the Directors approved the appointments.	In progress	Open advert, sifting, scoring, and interviewing by a panel (Fiona Duncan, Jim Savege and Beth-Anne Logan) with support from the Senior Leadership Team who held informal conversations with candidates.
------------------------	---	--	-----------	---	-------------	---

In summary:

- Most programmes of work are progressing at the anticipated pace.
- Some projects are at a very early stage: this relates to the projects identified as part of the [Scottish Government Keeping the Promise Implementation Plan](#). Those projects are shaded light grey in the table.
 - Project scope is still to be defined.
 - The role of The Promise Scotland is being actively shaped.

Finance

The table below shows the financial position of The Promise Scotland for Quarter 1 2022-23.

Expenditure - Q1	Actual Spend	Budgeted Spend	Variance
Salaries – including on costs	£274,368	£321,200	+ £46,832
Delivery costs - core	£144,739	£151,181	+ £6,442
Project costs	£15,311	£122,867	+ £107,556
Project costs – SG Plan Implementation Plan	£0	£7,500	+ £7,500
One-Off set up costs	£20,726	£23,389	+ £2,663
Total Q1 costs	£455,144	£626,137	+ £170,993

- Spend against currently profiled budget indicates a variance of +£170,993 in Q1.
 - Salary and project costs are being re-profiled to reflect project status more accurately.
 - Change programme spend to be reprofiled: project timeline impacted by delayed Promise Delivery Partner recruitment. Now staff are in post testing of the feedback loop to inform change programme design can begin. See project monitoring information for more detail. Revised budget profiling is underway with spend still due in 2022/23.
 - The data map is currently undergoing a final stage of internal testing and development before the software design and build is agreed, and an external developer commissioned. It is anticipated that the build phase will start at the end of August 2022. Full spend still anticipated in 2022/23.

- 7.0WTE Promise Delivery Partners were forecast to begin employment April 2022: 7.0WTE delayed to May 2022.
- 1.0 WTE Doing Data Differently Manager was forecast to begin employment April 2022: delayed to May 2022.
- 1.0 WTE Administrator recruitment delayed: capacity modelling to be undertaken in August 2022 that will inform this timeline.
- There have been no costs associated in relation to the Scottish Government Implementation Plan in Q1.
 - As detailed in the project monitoring section of this report, these projects are at an early stage and the defined role of The Promise Scotland is not fully scoped at this moment in time.
 - It is expected spend will be accurately re-forecast in Q2 once projects have been fully defined.
- As a result of the above, it is anticipated that the first drawdown of the 2022/23 grant will be in October 2022.

It must be noted that as The Promise Scotland was still in final stages of set up when profiling the 22/23 budget. As projects were still in development, forecast rates of expenditure require to be realigned to accurately reflect planned spend pattern over the year.

Other Progress and Highlights

The Promise Scotland has developed and contributed to other areas:

- [The Promise Scotland](#) provides [The Promise Oversight Board](#) with secretariat support and the information it needs to scrutinise progress made across Scotland to **#KeepThePromise**. [The Promise Oversight Board](#) reports annually on progress and provides expertise and support on what is needed to make sustainable change. Its first report was [published](#) at the end of May 2022.
- The Promise Scotland formally took occupation of its office premises, located at [Charlotte House 135 Princes St, Edinburgh](#).
- As detailed in the Q4 2021/22 report, recruitment activity was concluded and in Q1 2022/23 the following staff came into post:
 - 7.0WTE Promise Delivery Partners.
 - 1.0 WTE Doing Data Differently Manager.
 - 1.0 WTE Public Affairs Lead.

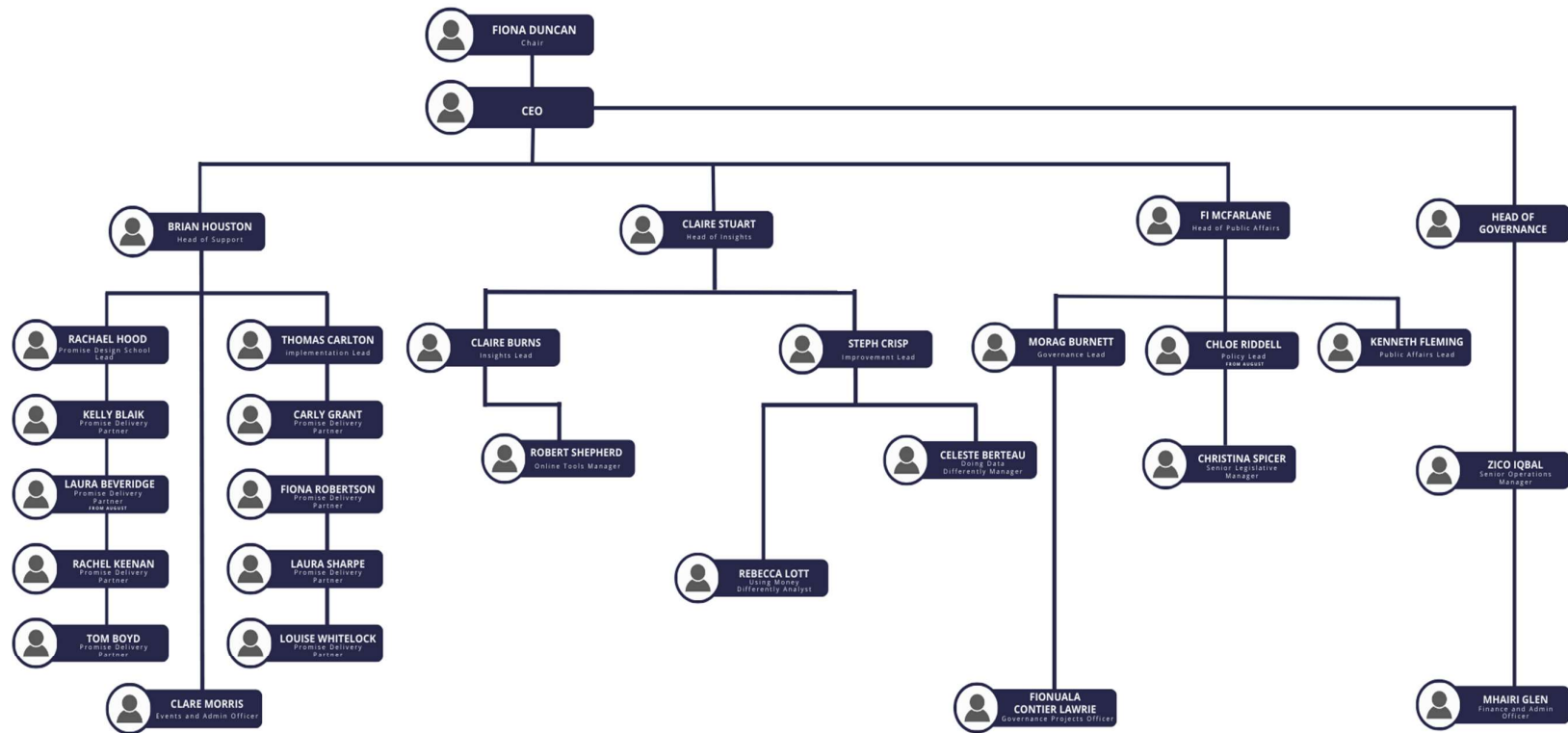
Summary

Colleagues are asked to note the contents of this report as relates to Quarter One 2022/23.

DRAFT

Appendix One

Note Morag Burnett is Head of Governance and Operations effective 11th July 2022.



The Promise Scotland

Monitoring and Progress Report

Quarter Two 2022/23: 1st July – 30th September 2022

DRAFT

Contents

Introduction	3
The Promise Scotland: An Overview.....	4
What is The Promise Scotland?	4
The Promise Scotland: Key Information	6
Monitoring Information.....	8
Project Outcomes and Progress.....	8
Finance – Q2 Management Accounts.....	11
Appendix One: Organisational Structure	17
Appendix Two: Detailed Project Performance	18
Legislation and Policy.....	18
Data.....	20
Core Functions	30
Monitoring.....	32
Change Support	34
Money.....	41
Organisational Set-up	43

Introduction

This report relates to the activity of The Promise Scotland in Quarter Two (July-Sept) of reporting year 2022/23. This was a period of consolidation as key projects started to achieve milestones in advance of completion, and key organisational appointments were confirmed. Project activity in quarter two continued to progress as planned in almost all cases: projects related to the Scottish Government Keeping the Promise Implementation Plan remained at a scoping stage and subject to ongoing discussions with government colleagues.

Chief Executive Fraser McKinlay started in post, following the previously outlined competitive recruitment process. Fiona Duncan was confirmed as Chair of The Promise Scotland Board of Directors and Independent Strategic Advisor to #KeepThePromise. Brian Houston (Head of Support) advised that he would be retiring from full-time employment in October 2022, and planning began around this transition.

This quarterly monitoring report has evolved slightly from the first iteration shared in Quarter One in response to feedback received from both Directors and Scottish Government colleagues. This revised iteration, however, does not fully reflect the ambition of The Promise Scotland. Work is underway to deliver on the ambition of impact-focused reporting that retains a focus on what was heard from children and families. Scoping has begun with a partner and work will take place throughout the remainder of this financial year.

The Promise Scotland: An Overview

What is 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. 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.

DRAFT

The Promise Scotland: Key Information

The Promise Scotland employed 26 staff across 4 functions in the quarter:

- **Governance & 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 includes 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.

- **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.

- **Public Affairs**

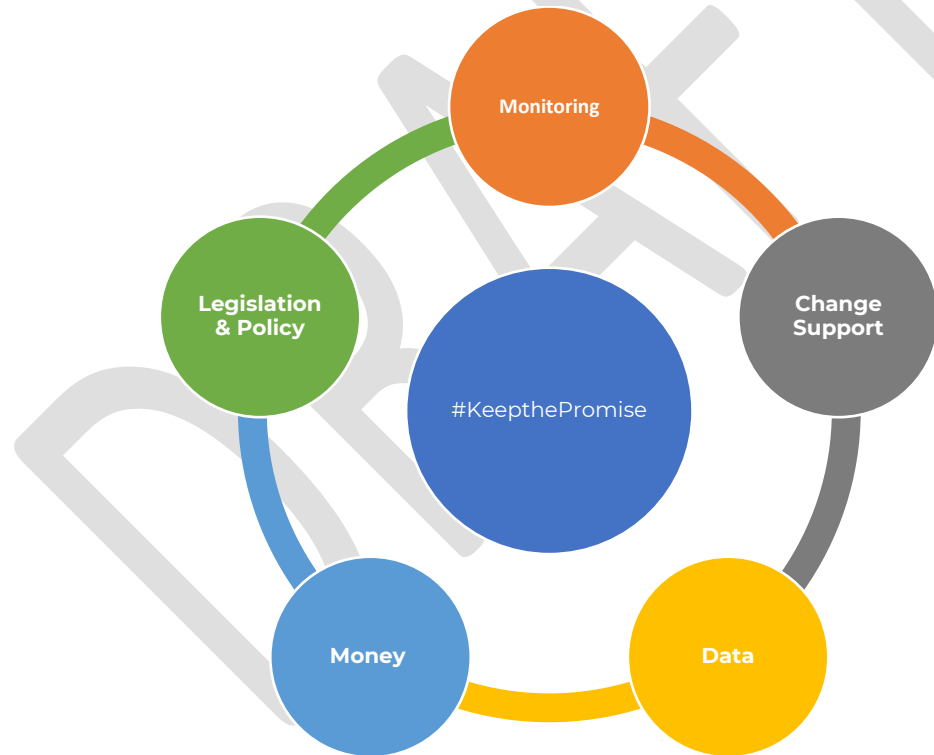
The Public Affairs Team works to ensure The Promise Scotland engages and communicates with stakeholders consistently and that momentum to #KeepThePromise remains high. This involves leading on the policy and governance function of The Promise Scotland working with Government, COSLA and other key organisations to ensure work to keep the promise is embedded and the policy and statutory changes essential to #KeepThePromise are progressed.

The organisational structure can be viewed [here](#).

Monitoring Information

Project Outcomes and Progress

In recognition that work programmes are underpinned by collaboration, programmes and projects are organised around themes:



Programmes of work associated with these themes are structured to ensure an effective balance of support and monitoring, and shaped around the following principles:

- Collaboration at the heart of lasting change.
- A constant cycle of acting and learning.
- Purposeful adaptation.
- Collective discussion and understanding.
- Proactively seeking a broad range of analysis and engagement.
- A position of reflection, facilitation, and support.
- Constructive challenge.

Quarter 2 progress across these thematic programme areas is detailed in the Appendix. As an overview:

- Plan 21-24 projects are progressing and reaching key milestones. A snapshot of learning from the Data Map project follows.

- Following the publication of the Scottish Government Keeping the Promise Implementation Plan, dialogue is ongoing around the workstreams identified as requiring input from The Promise Scotland. Detailed planning and resourcing conversations are ongoing with Scottish Government colleagues.
- There was significant work undertaken on the refresh of the organisational website which will be a crucial platform for messaging and sharing the outputs of workstreams.
- The website also hosts the set-up year report, a key deliverable to communicate clearly the purpose and work of The Promise Scotland.
- The Public Affairs team is now at full strength and engaging in priority areas. This included writing to the Scottish Parliament's Health and Social Care Committee to highlight research commissioned around proposals for a National Care Service.

Project snapshot – Data Map

The Data Map is one of the key foundational projects in terms of size, spend and potential impact. The team involved has reflected on the project's progress, in particular around collaboration, learning and adaptation:

- **Data Map:** The shape of project workstreams has been directly influenced by input from partners. This 'listen and respond' process is crucial for ensuring that outputs have the optimum impact on Scotland's journey to keep the promise. Working with stakeholders, the project team has begun to better understand how the work of populating the tool with data would need to operate in practice. For example, NHS Lothian provided a key contact who took on a coordination role with the support of the Doing Data Differently Manager. That 'coordinator' was then able to identify the right people to speak with about the project, across different departments in the organisation, and was able to explain the background and objectives of the work. Accordingly, the project team has begun to design an administrative layer within the tool which allows

organisations to have their own log in, and to quickly and easily set up leads and work groups within the tool, to help manage the process of multiple people inputting multiple data sets, in a coordinated way. The tool is being designed to have as many automated and 'drop down' options as possible to make the process of adding information to the data map easier and quicker. It will also have functionality to allow the input data to be easily downloaded into a spreadsheet format for analysis.

Finance – Q2 Management Accounts

The budget for 2022/23 continues to be fluid as the organisational set-up is completed. Quarter two management accounts show an increase in Plan 21-24 spend compared to Q1, although there is still underspend across the budget. In part, this is an effect of delayed recruitment and projects being on hold until the decision on the National Care Service was taken at the end of May. The effects of this, alongside the usual summer holiday period, were still felt over the quarter. In part, this is due to planned spend falling in the final two quarters of the financial year. The senior leadership team is focused on timely, relevant spend during the remainder of 2022/23 year and will be commissioning a range of work early in 2023.

The management accounts are broken down across five main budget headings:

Plan 21-24:

Work is underway across the majority of headings, with increased spend compared to Q1.

Scottish Government Implementation Plan:

Asks received in March continue to be scoped and refined in collaboration with Scottish Government colleagues. Staff across the organisation are involved and there is now a clear brief for the lifelong advocacy project.

Salaries:

Recruitment to vacant posts was frozen in Q2 whilst the new Chief Executive started and plans were reviewed. Some recruitment will take place in Q3, leading to a steady core team by the end of this financial year. Although there is likely to be an underspend on salaries for the full year, there is a clear need for the full budgeted amount in future years.

Core delivery costs:

On track, with increased spend in the remainder of the year.

One-off set-up costs:

Q3 and Q4 will see an uplift in spend as the office fitout commences.

The Promise Scotland received a partial drawdown of its Scottish Government grant of £740,048 in October. Directors will see this reflected in the Q3 management accounts to be tabled at Meeting EIGHT in February.

Income and Expenditure

The Promise Scotland Limited

For the 3 months ended 30th September 2022

Notes included for variances +/- 10% of expected budget remaining of 50% at 30.9.22

Opening Balance at 1st July 2022

£557,406

Total Project costs - Plan 21-24 including VAT

Account	Total spent YTD	Q2 Spend	FY22-23 full year budget	Budget remaining	% of budget remaining	Notes
Ambassador Programme (Project costs - Plan 21-24)	0	0	(20,000)	20,000	100%	1
Change Programme Tech Development	0	0	(85,398)	85,398	100%	2
Commission - One Parent Families Scotland	(31,402)	(7,322)	(83,568)	52,166	62%	n/a
Commissioning for Support Function	0	0	(24,000)	24,000	100%	3
Communities of Interest (Project costs - Plan 21-24)	(1,403)	(841)	(4,000)	2,597	65%	4
Data Map Tech Development and Roll Out	0	0	(60,000)	60,000	100%	5
Hearings System Working Group	(5,944)	(5,849)	(73,000)	67,056	92%	6
Pinky Promise Design School (Project costs - Plan 21-24)	0	0	(2,000)	2,000	100%	7
Public Affairs Meetings/Webinars/Conferences	(270)		(25,000)	24,730	99%	8
The Promise Design School	(6,278)	(4,788)	(6,500)	222	3%	9
Using Money Differently Strategy and Leadership	(2,400)	(2,400)	(60,000)	57,600	96%	10
Website Development (Project costs - Plan 21-24)	(2,681)	(80)	(12,000)	9,319	78%	11
Whole Family Wellbeing Fund	(15,200)	(5,920)	(36,000)	20,800	58%	n/a
Total Project costs - Plan 21-24 including VAT	(65,578)	(27,200)	(491,466)	425,888	87%	

Notes

1 Project under review

2 This project has been reviewed and is now to be a single commission with work beginning in Q3.

3 Commission will run through Q3 and Q4

4 Spend anticipated in Q3

5 Work underway; spend will show in Q3 and Q4

6 Work is continuing and spend will increase from Q3

7 Work has begun; spend will show in Q3 and Q4

8 Majority of spend forecast to fall in Q4

9 Recoding work ongoing to better reflect the full costs. Any overspend can be met by anticipated savings elsewhere.

10 Spend will show towards the end of the financial year.

11 New website live - final invoices due in Q3

Project costs - SG Keeping the Promise asks including VAT and on-costs

Account	Total spent YTD	Q2 Spend	FY22-23 full year budget	Budget remaining	% of budget remaining
Advocacy Scoping	0	0	(52,674)	52,674	100%
Core Definition	0	0	(15,690)	15,690	100%
Governance and Accountability	0	0	(49,023)	49,023	100%
Information Sharing Blueprint	0	0	(91,340)	91,340	100%
NCS Evidence Base Building	0	0	(148,071)	148,071	100%
Total Project costs - SG Keeping the Promise asks including VAT and on-costs	0	0	(356,798)	356,798	100%

Salary costs - core including on-costs

Account	Total spent YTD	Q2 Spend	FY22-23 full year budget	Budget remaining	% of budget remaining
Salary costs - core including on-costs	(606,216)	(331,847)	(1,638,934)	1,032,718	63%
Total Salary costs - core including on-costs	(606,216)	(331,847)	(1,638,934)	1,032,718	63%

Delivery costs - core including VAT

Account	Total spent YTD	Q2 Spend	FY22-23 full year budget	Budget remaining	% of budget remaining	Notes
The Promise Oversight Board	(39,516)	(6,150)	(131,660)	92,144	70%	12
Office costs	(42,426)	(29,746)	(129,881)	87,455	67%	13
Staff training, travel and subsistence	(16,546)	(8,096)	(90,000)	73,454	82%	14
IT & telephone	(42,909)	(8,290)	(70,700)	27,791	39%	n/a
Resources and publications	(1,784)	(1,130)	(60,000)	58,216	97%	15
Research and technical consultancy	(4,020)	(1,900)	(58,485)	54,465	93%	16
Professional fees	(31,147)	(9,608)	(53,760)	22,613	42%	n/a
Media/PR/Comms support	(35,433)	(12,923)	(50,000)	14,567	29%	17
Consultants	(10,350)	(3,600)	(28,800)	18,450	64%	n/a
The Promise Scotland Board	(276)	(276)	(21,380)	21,104	99%	18
Governance Support for the Chair	(7,045)	(4,605)	(15,120)	8,075	53%	n/a
Events & Conferences	(2,139)	(2,139)	(4,000)	1,861	47%	n/a
Participation Expenses	0	0	(6,000)	6,000	100%	19
Total Delivery costs - core including VAT	(233,591)	(88,463)	(719,786)	486,195	68%	

Notes

12 One Promise Oversight Board meeting late in Q2 - expenses will show in Q3

13 Moved in to office space later than planned leading to reduced costs in terms of rent, rates, service charges. Spending will increase in Q3 and Q4.

14 Staff started in Q1 and Q2, spend will increase in Q3 and Q4.

15 Spend anticipated later in the year.

16 Spend anticipated later in the year.

17 Comms and PR advice was front loaded in Q1. Costs have significantly reduced in Q2.

18 Directors recruited and in-person meetings commenced in Q2.

19 Relates to The Promise Design School - anticipated spend in Q3 and Q4

One-Off Set-Up Costs

Account	Total spent YTD	Q2 Spend	FY22-23 full year budget	Budget remaining	% of budget remaining	Notes
Agents Fees - Property	0	0	(6,000)	6,000	100%	20
Fit Out	(4,906)	(3,054)	(60,000)	55,094	92%	21
IT - install costs	0	0	(8,400)	8,400	100%	22
LBTT	(6,124)	0	(6,240)	116	2%	23
Property specialist & project manager	0	0	(6,000)	6,000	100%	24
Purchase of Computer Hardware	(17,839)	(8,419)	(22,500)	4,661	21%	25
Recruitment	(4,156)	(825)	(24,400)	20,244	83%	26
Stationery - design & print	0	0	(12,000)	12,000	100%	27
Total One-Off Set-Up Costs	(33,025)	(12,298)	(145,540)	112,515	77%	

Notes

20 Cost shows within professional fees budget line, as the work undertaken by The Promise Scotland's lawyers

21 Firm appointed - work to begin in Q3 and to complete in Q4

22 Will be spent once fitout work begins

23 One-off fee for Charlotte House lease

24 Spend linked to office fitout works

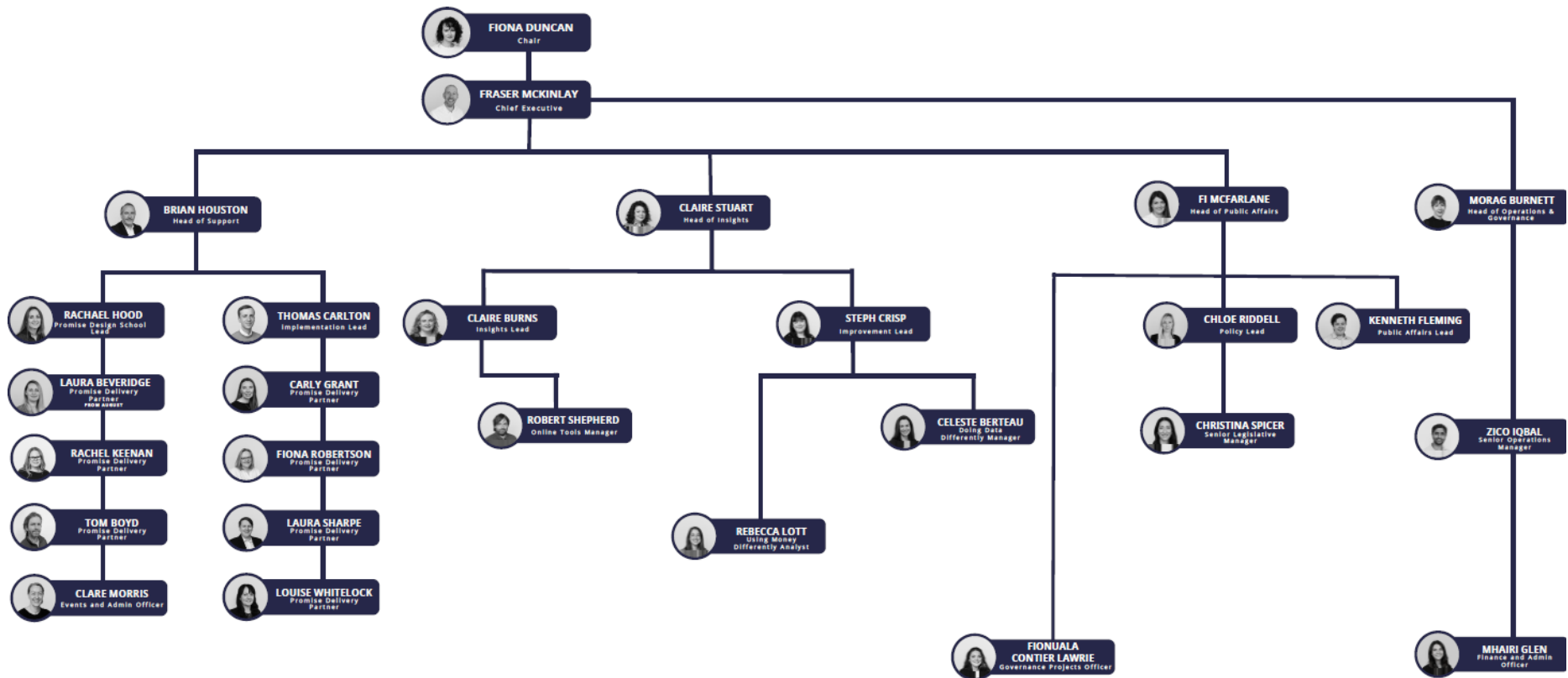
25 New equipment for new team members - no anticipated overspend

26 Recruitment was paused whilst Chief Executive started. Will move ahead for vacant posts in Q3.

27 Anticipated once office fitout is complete

Total Expenditure	(938,410)	(459,808)	(3,352,524)	2,414,114	72%
Operating Surplus/(Deficit)	938,410	459,808	3,352,524	(2,414,114)	-72%
Closing balance at 30th September 2022	£97,598				

Appendix One: Organisational Structure



Appendix Two: Detailed Project Performance

Legislation and Policy

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Hearing System Working Group	Production of policy proposals that can be used by Scottish Government to form the basis of the Promise Bill at the end of this parliamentary term	This work is facilitated and project managed by The Promise Scotland, Chaired by Sheriff David Mackie. CHS and SCRA are members of the working group and The Office of the Chief Designer is commissioned to facilitate a	Oct-21	Apr-23	September: Legislative and case law scoping and report framework complete; October: Research collated; Late October: Service Design blueprint completed; November: Deliberation stage underway; Final drafting: February/March	In progress	The project design teams are concluding the in team, in person work in the first week of November. The final output of the collaborative redesign project will be presented to the HSWG at the end of November. The production of the legislative

		service design process. Scottish Government are observer members of the group but supporting from a policy perspective					and case law mapping and the collated research has been slightly delayed, but will not impact overall timescales.
Framework for governance and accountability	Accountable shared working around the lives of children & families enabled by a new holistic framework.		Sept-22	Jun-24	Sept-Oct: Overview of recent and forthcoming reviews and commissions compiled; accountability recommendations summarised. Oct-Dec: Collaborative programme scoping, taking account of NCS.	Not yet started.	Overview work to go out to tender in Q3; programme scoping paused whilst Sue Bruce's IRISR work takes place – The Promise Scotland sits on the Practitioner and Stakeholder Panel.

Data

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Doing Data Differently	Creation of an online tool housing a central, cohesive map of all data that directly and indirectly impacts the lives of children and families, including wider socio-structural factors.	Collaboration between The Promise Scotland, Fraser of Allander; Wallscope; CELCIS; South Ayrshire Council; Indiana Tech University.	Aug-21	Dec-22	Second round of stakeholder engagement and testing of data collection tool	In progress	Stakeholder engagement has shown that having a clear picture of all data held can be challenging for larger organisations who hold a lot of data or many different types of data. The project team is focussing on ensuring the data mapping tool is useful internally to organisations, even before it is populated with

						<p>other datasets across Scotland. Working with stakeholders, the project team have begun to better understand how the work of populating the tool with data would need to operate in practice.</p> <p>Another issue highlighted through engagement with stakeholders is the need to minimise duplication of effort, and burden on organisations inputting their data.. Currently the team is exploring how the</p>
--	--	--	--	--	--	---

							Promise Data Map might be able to automatically search for and upload information about data sets already published on the web. The team is currently looking into what creating such a product would entail, and how such a thing might be integrated with the data mapping tool.
					Online tool version one live	Not yet started	The build phase of the project has now commenced and initial wireframes (used to develop the layout content and functionality of the tool and show

							what it would look and feel like to the user) have been produced. It is expected that by the end of Q3, there will be a 'live' beta version of the tool that includes the layer which will be used by The Promise Scotland for analysis, and the administrative layer that will enable data to be loaded into the map. It will not be populated with data, and so will not yet be ready for general publication, but will be ready to begin collecting data on a larger
--	--	--	--	--	--	--	---

							scale. This next phase of data collection will in turn provide enough information to 'play with', to enable further design and building of the public-facing view and to develop ways to navigate and visualise the data easily and meaningfully.
NCS Evidence Base	An evidence base regarding the benefits and risks of transferring children's services into the NCS is developed.	The Promise Scotland are collaborating with Scottish Government colleagues and will work with relevant partners to deliver this project	Apr-22	Dec-23	Shape commissioning brief in conjunction with Scottish Government	In progress	CELCIS have been chosen by SG to carry out the research for the NCS evidence base. TPS will be involved through a steering group, whose purpose is to "provide independent

							<p>direction and oversight to the research, to ensure the research is robust and provides the best possible evidence which will be used to inform Ministerial decision making regarding the optimal structure for the delivery of children's services in the context of the establishment of the National Care Service." The first meeting of the 'Children's Services Reform Research Steering Group' will take place next quarter on the 4th October which will</p>
--	--	--	--	--	--	--	---

							be chaired by Professor Brigid Daniel and attended by the Head of Insights.
Information Sharing	There is a blueprint for the creation and control of, and access to, information about care experienced people.	This is an ask from Scottish Government implementation plan that will likely be achieved by a collaborative convened by TPS.	Apr-22	Jun-24	Project plan yet to be defined	Not yet started	No further updates at this time. TPS continues to engage with the steering group for 'My Story' promise digital project which is developing a 'digital passport' for care.

<p>Evidence Library</p>	<p>The Promise Scotland holds an evidence bank across grey, academic and policy literature intended to capture a wide variety of data and evidence to provide context to progress monitoring outputs.</p>	<p>The Promise Scotland in conjunction with independent research consultants</p>	<p>Jan-22</p>	<p>On-going</p>	<p>Tagging existing documents in evidence library</p>	<p>In progress</p>	<p>The Evidence Library is undergoing its first significant phase of 'user testing' via the Feedback Loop. This will enable a better understanding of how the library is likely to be used and what would improve its design, including whether or not the tagging is useful.</p> <p>Options are also being explored to better integrate the evidence library with the team's other processes, such as the use of referencing software to house</p>
--------------------------------	---	--	---------------	-----------------	---	---------------------------	---

							the evidence library in order to make it easier to use, organise and search for documents and websites.
					User testing across TPS	In progress	Exploring different software that could be purchased to assist with the maintenance of the evidence library. Software is available that can search for published documents on specific websites and automatically save them. However this will only be a partial solution, as the software is limited to documents that

							are published in a specific way that enables it to be recognised as such by the software.
--	--	--	--	--	--	--	---

DRAFT

Core Functions

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Feedback Loop	The Promise Scotland's has a robust process for receiving, analysing and organising information and evidence to support and connect the work of change.	The Promise Scotland team	Jan-22	On-going	File management protocol for Sharepoint embedded	In progress	
					Tractivity CRM system fully operational	Complete	Initial testing was able to identify next steps to optimise alignment with TPS programmes of work and to optimise the quality of outputs.

					Phase One testing	In progress	Testing has begun, on cost of living due to alignment with another work programme as a catalyst. This has identified how the organisation can coalesce around the work to develop contextualised understanding and strategic response.
--	--	--	--	--	-------------------	--------------------	--

DRAFT

Monitoring

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Change Programme	Scotland has an iterative tracker for work underway across Scotland to #KeepThePromise aligned to Plan 21-24.	The Promise Scotland team	Jun-21	On-going	Feedback loop operationalised	In progress	Testing has begun, on cost of living due to alignment with another work programme as a catalyst. This has identified how the organisation can coalesce around the work to develop contextualised understanding and strategic response.
					Scoping document produced for Change	In progress	

					Programme online development		
					Invitation to tender document issued	Not yet started	
The Promise Collective	Alignment of all Scottish Government funded delivery and improvement initiatives that are working to Keep The Promise.	Scottish Government, The Promise Scotland, and COSLA.	Apr-22	On-going	Remit and membership of group defined	In progress	Work continues around defining the role and purpose of the group, and the subsequent workstreams it shall undertake. On 15th Nov there will be a promise collective workshop at the CYPIC conference. Work began in Q2 to shape this.
					First meeting takes place	Complete	
					CYPIC Workshop	In progress	

Change Support

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
<p>Promise Design School (CHANGE PROJECTS)- Support for those actively working on service redesign to employ SAtSD tools . A learning offer that walks alongside live change projects over 6 months period to</p>	<p>To improve quality of co-design work led by those actively working on service redesign, increasing the influence of citizens on live change efforts.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer. Each cohort will be supported by identified Promise Delivery Partners, led by the Promise School Design Lead</p>	<p>April 2021</p>	<p>On-going</p>	<p><u>START & END DATES</u> Cohort 1 MAY - NOV 2022 Cohort 2 JULY - DEC 2022 Cohort 3 AUTUMN 2022 - SUMMER 2023</p>	<p>In progress</p>	<p>Two cohorts have fully completed the 'learn' components of their design school support and will now access support on a more focused 1:1 basis. Feedback so far has been positive and participants feel confident about the support available around next steps.</p> <p>The Office of the Chief designer has indicated that it cannot make commitments to</p>

<p>improve co-design approaches.</p>						<p>further delivery dates, but there remains support to collaborating on a model that utilises their assets in a different and more strategic role.</p> <p>Next steps are around a different delivery model across: a regional cohort in N. Scotland; a thematic approach aligned to TPS strategic priorities and a digital design school.</p>
--------------------------------------	--	--	--	--	--	--

DRAFT

<p>Promise Design School (CITIZEN LED)- Support for those with lived experience to access service design learning and connect with opportunities for real world redesign.</p>	<p>To create a platform for the care experienced community to initiate redesign work around their own priorities.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer and in collaboration with Who Cares? Scotland.</p>	<p>April 2022</p>	<p>On-going</p>	<p>Jun-Aug 2022 - Co-design work with previous participants</p>	<p>In progress</p>	<p>Following early scoping discussions, WC?S requested that sessions be rescheduled for Nov 2022.</p> <p>At this stage they have invited managers from South and North Lanarkshires and East Renfrewshire services to take a role in the operationalising this work,</p>
--	---	---	-------------------	-----------------	---	---------------------------	--

<p>Communities of Interest - Provision of peer to peer support to drive change, beginning with The Promise Leads in local authority areas</p>	<p>To create a defined community of Promise lead, which supports connection, collaboration and change.</p>	<p>This support will be delivered by identified Promise Delivery Partners,</p>	<p>April 2022</p>	<p>On-going</p>	<p>OCT 2022 - Review scheduled Communities of Interest scheduled for every 8 weeks until Dec 2022.</p>	<p>In progress</p>	<p>The Community of Interest for Local Authority Promise leads continues to be facilitated every eight weeks. Focused activity includes: input from Fraser McKinlay on the "Using the Money Differently" work programme; input on Glasgow City Council's journey to transform services for children and families.</p>
--	--	--	-------------------	-----------------	--	---------------------------	---

<p>Promise Partnership - Provision of support to organisations through a fund administered by Corra Foundation.</p>	<p>To support funded organisations to deliver their projects, informed by the Promise and to use this information to strategically inform and influence future focus of funding</p>	<p>This support will be delivered by identified Promise Delivery Partners, led by the Implementation Lead. This will be in partnership with the CORRA foundation, who will provide monitoring and project support.</p>	<p>April 2021 Diagnostic Route Brothers and Sisters Good Childhood</p>	<p>March 2025</p>	<p>MAY 2022 - TPS strategic input to funding criteria. JUNE 2022 - New Promise Partnership funding stream launched</p>	<p>In progress</p>	<p>Activity has focussed around developing learning from previous funding rounds, and understanding how this can shape support and knowledge exchange going forward. Work was identified to better align monitoring by CORRA with TPS' learning ambitions and is being progressed by Insights team.</p>
--	---	--	--	-------------------	--	---------------------------	---

<p>Pinky Promise Design School - A Promise Design School experience specifically for children</p>	<p>To support organisations to involve children in the design of the services and supports they want to see. Tool kits for child-led ideation and design.</p>	<p>Project in partnership with the Children’s Parliament. Support will be delivered in partnership with the Office of the Chief Designer.</p>	<p>May 2022</p>	<p>ONGOING</p>	<p>JUNE 2022 - Stakeholder Scoping session</p>	<p>Not yet started</p>	<p>Rescheduled from Aug 22, a project planning meeting between Children’s Parliament and the Promise Scotland will take place 2nd November 2022.</p>
<p>Advocacy - scope a national lifelong independent advocacy services for care experienced people and families.</p>	<p>To work with stakeholders to complete this collaborative work and present recommendations to Scottish Ministers for consideration by the end of 2023.</p>	<p>To be agreed</p>	<p>June 2022</p>	<p>December 2023</p>		<p>Not yet started</p>	<p>A project plan has been prepared for SLT review in early November, Work will be led by Chloe Riddell, Policy Lead.</p>

Ideas Bank	An output of the feedback loop intended to support innovation and improvement based on what is known and what is learned.		Sep 22	Ongoing		In Progress	Session held in September to develop the project scope. This work will be further developed as feedback loop operation develops.
-------------------	---	--	--------	---------	--	--------------------	--

DRAFT

Money

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Using Money Differently	Roll out of the Care Reviews 'Follow the Money' work in local areas to obtain a strong understanding of how money is currently used in local systems and the barriers and opportunities for how that	Local authorities supported by The Promise Scotland	May-21	Ongoing	Analyst in post and contributing to analysis in local areas to progress understanding. Phase 1 completion in May 2022, phase 1 report produced to be used for planning in Summer 2022 for Phase 2	In progress	Phase 2 plans now in place for each of the three local authority areas. Tailored support being provided, via Promise Delivery Partners.

	money is used differently.						
Whole Family Wellbeing Fund	Ensuring the approach to the £500m whole family wellbeing fund is based on the principles of 'Follow the Money' and the whole family support principles outlined in the Care Review	Scottish Government with The Promise Scotland currently acting in an advisory capacity via Fraser McKinlay	May-21	Ongoing		In progress	£50m conformed for 2022/23. £32m distributed to local partnerships in June 2022. Work underway locally and The Promise Scotland is involved in evaluation local approaches. Discussions continue around future funding for whole family wellbeing funding.

Organisational Set-up

Project Name	Objective	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Non-stat co	Recruit NEDs / establish governance	Aug 2021 – actual start Mar 2022 due to SG delays in announcing the shape of the National Care Service	On-going	On 11 May at Meeting TWO the recruitment approach was agreed with the Member. By Meeting FIVE on 29 August, all nine Directors were in place with Companies House updated.	In progress	Directors met three times in Q2 in order to finish the foundational governance set-up work. There will be two meetings in Q3 before the ongoing rhythm of one meeting per quarter is established.

CEO appointment	Organisational leadership and stability	Aug 2021 – actual start Mar 2022 due to SG delays in announcing the shape of the National Care Service	September	Recruitment approach agreed with Member organisation in May. On 9 August, Meeting FOUR of the Directors approved the appointments.	Complete	Fraser McKinlay appointed and in post.
------------------------	---	--	-----------	---	-----------------	--

The Promise Scotland

Monitoring and Progress Report

Quarter Three 2022/23: 1 October – 31 December 2022

DRAFT

Contents

Executive Summary	3
The Promise Scotland: An Overview	4
What is The Promise Scotland?	4
Key Information	5
Monitoring Information	7
Projects	9
Finance	9
Appendix One: Organisational Structure	14
Appendix Two: Detailed Project Performance	15
Legislation and Policy	15
Data	17
Core Functions	20
Monitoring	21
Change Support	23
Money	39

Executive Summary

This report relates to the activity of The Promise Scotland in Quarter Three (October-December) of reporting year 2022/23. This was a period of consolidation and development following key leadership appointments and transitions in the previous quarter.

- The first of a series of organisational strategy development days was held in December.
- The recruitment process for the vacant Head of Support role began following Brian Houston's retirement.
- Work to develop an understanding of progress towards Scotland delivering Plan 21-24 began.

The company also received its first five FOISA requests at the end of the quarter.

This quarterly monitoring report has evolved from the first iteration shared in Quarter One in response to feedback received from both Directors and Scottish Government colleagues. This revised iteration, however, does not fully reflect the ambition of The Promise Scotland. In Quarter Three, a learning partner ([Matter of Focus](#)) was appointed to facilitate initial outcomes mapping activity, with workshops taking place in Quarter Four.

The Promise Scotland: An Overview

What is 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. 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: Key Information

The Promise Scotland employs 25 staff across 4 functions:

- **Governance & 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 includes 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.

- **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.

- **Public Affairs**

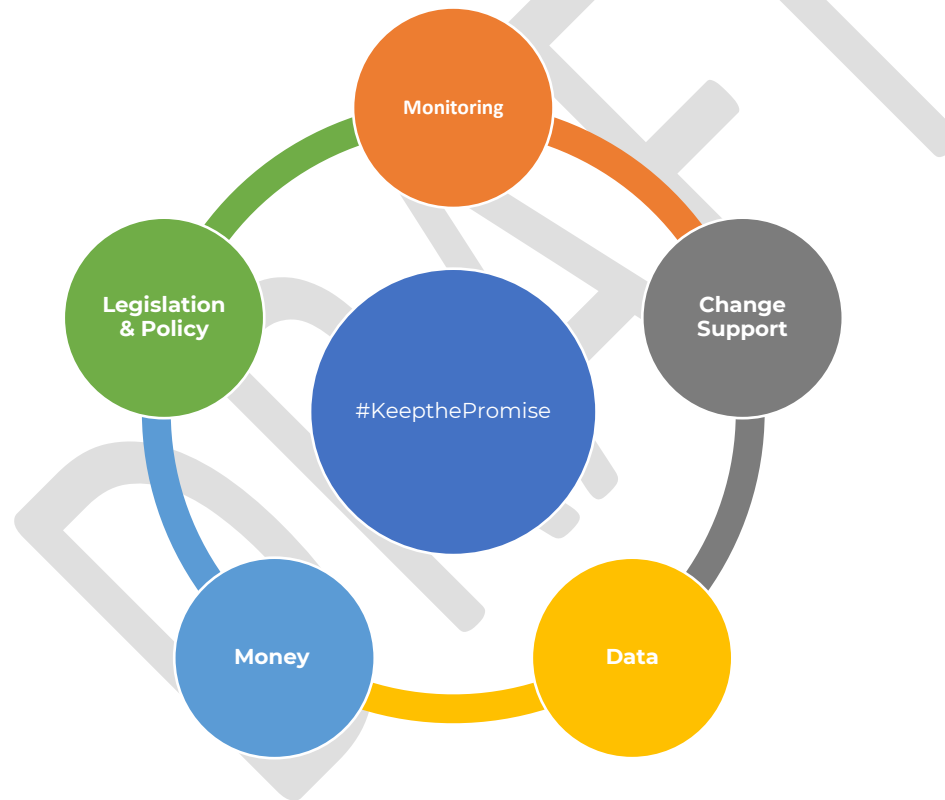
The Public Affairs Team works to ensure The Promise Scotland engages and communicates with stakeholders consistently and that momentum to #KeepThePromise remains high. This involves leading on the policy function of The Promise Scotland working with Government, COSLA and other key organisations to ensure work to keep the promise is embedded and the policy and statutory changes essential to #KeepThePromise are progressed.

The organisational structure can be viewed [here](#).

Monitoring Information

Project Outcomes and Progress

In recognition that work programmes are underpinned by collaboration, programmes and projects are organised around themes:



Programmes of work associated with these themes are structured to ensure an effective balance of support and monitoring, and shaped around the following principles:

- Collaboration at the heart of lasting change.
- A constant cycle of acting and learning.
- Purposeful adaptation.
- Collective discussion and understanding.
- Proactively seeking a broad range of analysis and engagement.
- A position of reflection, facilitation, and support.
- Constructive challenge.

Progress in these thematic programme areas is detailed in Appendix Two.

Finance – Q3 Management Accounts

The management accounts that follow are broken down across five main budget headings. Work is underway across the majority of project headings, with spend increasing in Q3 and projected to increase further in Q4.

Recruitment started at the end of Q3 for three vacant posts and a maternity cover. The aspiration is for a steady core team to be in place by the end of this financial year. Although there is likely to be an underspend on salaries for the full year, there is a clear need for the full budgeted amount in future years.

Core delivery costs are on track, with increased spend in the remainder of the year. The office fitout is scheduled for mid-March 2023.

The Promise Scotland received a partial drawdown of its Scottish Government grant of £740,048 in October 2022. A further drawdown has been requested and Directors will see this reflected in the Q4 management accounts to be tabled at Meeting NINE in May.

Income and Expenditure

The Promise Scotland Limited

For the 3 months ended 31 December 2022

Opening

**balance at 1st
October 2022** **£97,598**

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Income					
Grant Income	740,048	740,048	0	740,048	0%
Other Income	25,476	2,009	0	25,476	0%
Total Income	765,524	742,057	0	765,524	0%

Project costs - Plan 21-24 including VAT

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Ambassador Programme (Project costs - Plan 21-24)	0	0	(20,000)	20,000	100%
Change Programme Tech Development	0	0	(85,398)	85,398	100%
Commission - One Parent Families Scotland	(50,461)	(19,059)	(83,568)	33,107	40%
Commissioning for Support Function	0	0	(24,000)	24,000	100%
Communities of Interest (Project costs - Plan 21-24)	(1,403)	0	(4,000)	2,597	65%
Data Map Tech Development and Roll Out	(359)	(359)	(60,000)	59,641	99%
Hearings System Working Group	(50,716)	(44,772)	(73,000)	22,284	31%
Pinky Promise Design School (Project costs - Plan 21-24)	(30)	(30)	(2,000)	1,970	99%
Public Affairs Meetings/Webinars/Conferences	(605)	(430)	(25,000)	24,395	98%
The Promise Design School	(10,425)	(4,147)	(6,500)	(3,925)	-60%
Using Money Differently Strategy and Leadership	(4,800)	(2,400)	(60,000)	55,200	92%
Website Development (Project costs Plan 21-24)	(13,378)	(10,697)	(12,000)	(1,378)	-11%
Whole Family Wellbeing Fund	(17,600)	(2,400)	(36,000)	18,400	51%
Total Project costs - Plan 21-24 including VAT	(149,777)	(84,293)	(491,466)	341,689	70%

Project costs - SG Keeping the Promise asks including VAT and on-costs

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Advocacy Scoping	0	0	(52,674)	52,674	100%
Core Definition	0	0	(15,690)	15,690	100%
Governance and Accountability	0	0	(49,023)	49,023	100%
Information Sharing Blueprint	0	0	(91,340)	91,340	100%
NCS Evidence Base Building	0	0	(148,071)	148,071	100%
Total Project costs - SG Keeping the Promise asks including VAT and on-costs	0	0	(356,798)	356,798	100%

Salary costs - core including on-costs

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Salary costs - core including on-costs	(954,293)	(348,077)	(1,638,934)	684,641	42%
Total Salary costs - core including on-costs	(954,293)	(348,077)	(1,638,934)	684,641	42%

DRAFT

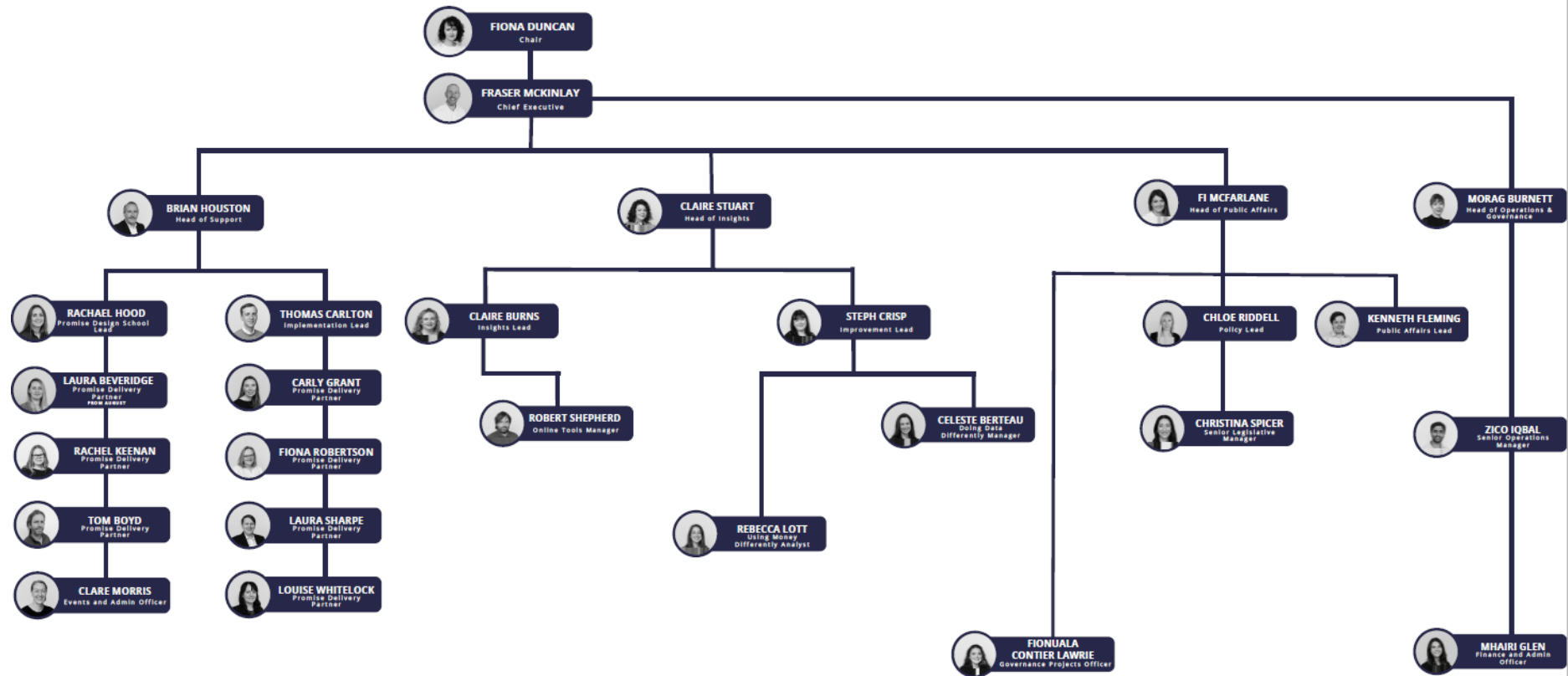
Delivery costs - core including VAT

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Oversight Board	(52,927)	(13,411)	(131,660)	78,733	60%
Office costs	(96,875)	(54,998)	(129,881)	33,006	25%
Staff training, travel and subsistence	(26,279)	(9,852)	(90,000)	63,721	71%
IT & telephone	(73,679)	(30,770)	(70,700)	(2,979)	-4%
Resources and publications	(1,784)	0	(60,000)	58,216	97%
Research and technical consultancy	(6,107)	(2,087)	(58,485)	52,378	90%
Professional fees	(47,795)	(15,699)	(53,760)	5,965	11%
Media/PR/Comms support	(37,833)	(2,400)	(50,000)	12,168	24%
Consultants	(16,350)	(6,000)	(28,800)	12,450	43%
The Promise Scotland Board	(1,478)	(1,202)	(21,380)	19,902	93%
Governance Support for the Chair	(9,505)	(2,460)	(15,120)	5,615	37%
Events & Conferences	(3,268)	(1,129)	(4,000)	732	18%
Participation Expenses	0	0	(6,000)	6,000	100%
Total Delivery costs - core including VAT	(373,879)	(140,009)	(719,786)	345,907	48%

One-Off Set-Up Costs

Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Agents Fees - Property	0	0	(6,000)	6,000	100%
Fit Out	(11,202)	(6,296)	(60,000)	48,798	81%
IT - install costs	0	0	(8,400)	8,400	100%
LBTT	(6,124)	0	(6,240)	116	2%
Property specialist & project manager	0	0	(6,000)	6,000	100%
Purchase of Computer Hardware	(17,839)	0	(22,500)	4,661	21%
Recruitment	(5,285)	(1,129)	(24,400)	19,115	78%
Stationery - design & print	(151)	(151)	(12,000)	11,849	99%
Total One-Off Set-Up Costs	(40,600)	(7,576)	(145,540)	104,940	72%
Account	Total YTD	Q3 (1 Oct to 31 Dec 22)	FY22-23 full year budget	Budget remaining	% of budget remaining
Total Expenditure	(1,518,549)	(579,956)	(3,352,524)	1,833,975	55%
Operating Surplus/(Deficit)	(753,026)	162,101	(3,352,524)		
Closing balance at 31st December 2022		£259,699			

Appendix One: Organisational Structure



Appendix Two: Detailed Project Performance

Legislation and Policy

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q3 Comments
Hearing System Working Group	Production of policy proposals that can be used by Scottish Government to form the basis of the Promise Bill at the end of this parliamentary term	This work is facilitated and project managed by The Promise Scotland, Chaired by Sheriff David Mackie. CHS and SCRA are members of the working group and The Office of the Chief Designer is commissioned to facilitate a service design process. Scottish	Oct-21	Apr-23	September: Legislative and case law scoping and report framework complete; October: Research collated; Late October: Service Design blueprint completed; November: Deliberation stage underway; Final drafting: February/March	In progress	The collaborative redesign project concluded in Q3. In January 2023 The Promise Scotland held 7 deliberation sessions with the working group and are now moving into drafting of recommendations. The likely date of publication is 10 May. Relationships between partners have been challenging at times, but remain collaborative.

		Government are observer members of the group but supporting from a policy perspective					
--	--	---	--	--	--	--	--

DRAFT

Data

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q3 Comments
Doing Data Differently	Creation of an online tool housing a central, cohesive map of all data that directly and indirectly impacts the lives of children and families, including wider socio-structural factors.	Collaboration between The Promise Scotland, Fraser of Allander; Wallscope; CELCIS; South Ayrshire Council; Indiana Tech University.	Jan-22	On-going	Translation of Care Review voice evidence into 469 data points	Complete	
					Second round of stakeholder engagement and testing of data collection tool	Complete	This round of stakeholder engagement is now complete as the first version of the data map software is complete, marking the end of the second phase of this project. This round of stakeholder

							engagement has focused on useability and fit, and on designing the necessary functionality for large-scale data collection.
					Online tool version one live	Complete	The Promise Data Map software's first full phase of development is now complete. It has a user interface to enable organisations to use the software to create virtual workgroups to begin adding their data into the software via a questionnaire that feeds into a graph database. This database is capable of making links between the different pieces of information as the quantity of information held within it grows, enabling more sophisticated ways of grouping and filtering

							<p>information. The next phase of the project will be to test this with a small group of stakeholders representing different parts of the sector, to test and improve the useability, as well as to begin developing the 'front end' of the tool, which will enable organisations to search and visualise the information held within the data map. The stakeholder group and final design of the next phase will be presented for approval by SLT by the end of Q4.</p>
--	--	--	--	--	--	--	--

DRAFT

Core Functions

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q3 Comments
Feedback Loop	The Promise Scotland's has a robust process for receiving, analysing and organising information and evidence to support and connect the work of change.	The Promise Scotland team	Jan-22	On-going	Sorting framework for engagement developed	Complete	
					File management protocol for Sharepoint embedded	In progress	
					Tractivity CRM system fully operational	Complete	

Monitoring

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q3 Comments
Change Programme	Scotland has an iterative tracker for work underway across Scotland to #KeepThePromise aligned to Plan 21-24.	The Promise Scotland team	Jun-21	On-going	Feedback loop operationalised	In progress	
					Scoping document produced for Change Programme online development	In progress	
					Invitation to tender document issued	Not yet started	

The Promise Collective	Alignment of all Scottish Government funded delivery and improvement initiatives that are working to Keep The Promise.	Scottish Government and The Promise Scotland	Apr-22	On-going	Remit and membership of group defined	In progress	A meeting between TPS, COSLA and the SG Keep the Promise team is scheduled 21 February to review the feedback from the CYPIC workshop and consider how this can further help define the remit of the group
					First meeting takes place	Complete	
					CYPIC Workshop	Complete	Workshop took place at the CYPIC conference on 15 November 22 and was well attended. A meeting between TPS, COSLA and the SG Keep the Promise team is scheduled 21 February to review the feedback from the workshop and

<p>offer that walks alongside live change projects over 6 months period to improve co-design approaches.</p>							
<p>Promise Design School (CITIZEN LED)- Support for those with lived experience to access service design learning and connect with</p>	<p>To create a platform for the care experienced community to initiate redesign work around their own priorities.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer.</p>	<p>April 2022</p>	<p>ONGOING</p>	<p>JUNE 2022 - Sc AUGUST 2022 - Co-design work with previous participants -</p>	<p>In progress</p>	

opportunities for real world redesign.							
---	--	--	--	--	--	--	--

DRAFT

<p>Communities of Interest - Provision of peer to peer support to drive change, beginning with The Promise Leads in local authority areas</p>	<p>To create a defined community of Promise lead, which supports connection, collaboration and change.</p>	<p>This support will be delivered by identified Promise Delivery Partners, led by the Implementation Lead</p>	<p>April 2022 LOCAL AUTHORITY PROMISE LEADS COI</p>	<p>ONGOING</p>	<p>OCT 2022 - Review scheduled Communities of Interest scheduled for very 8 weeks until DEC 2022.</p>	<p>In progress</p>	<p>The Community of Interest (CoI), for Local Authority Promise Leads, continues to be facilitated every eight weeks. In December the format of the CoI deviated to provide opportunity for CoSLA and the Promise Scotland to cofacilitate a hybrid virtual and in person coming together of all local authority Promise Leads. The session was well attended and provided an opportunity</p>
--	--	---	---	----------------	---	---------------------------	---

							<p>for Fraser McKinlay, to be introduced to the members of the Community and for him to provide an update of how CoSLA and The Promise Scotland will continue to engage and get alongside those leading on change. In December the Delivery Partners supporting the continued development of the Col sought to engage with Promise Leads for the local areas for the</p>
--	--	--	--	--	--	--	--

							<p>purpose of evaluating the current delivery model. This was achieved using an online survey. 72% of local authorities responded to the survey request (23 of the 32 local authority areas). Of the local authorities that responded ,70% agreed that the Col was supportive tool in helping their local authority to keep the Promise; the other 30% neither agreed nor disagreed.</p>
--	--	--	--	--	--	--	--

DRAFT

							<p>In January 2023 the Col meeting returned to its normal format, being solely facilitated by the Promise Scotland. 17 Local Areas attended and contributed to this session, which sought to provide an update on the evaluation process of the Col and to outline how this has supported the planning for this year of the Col. Feedback at this session advised however that Promise Leads</p>
--	--	--	--	--	--	--	--

							<p>in local areas have a number of offers and requests from external agencies, and there was a plea that there is greater effort in ensuring that the Col is unique from the separate forum facilitated by CoSLA that Promise Leads are expected to attend also.</p>
--	--	--	--	--	--	--	--

<p>Promise Partnership - Provision of support to organisations through a fund administered by Corra Foundation.</p>	<p>To support funded organisations to deliver their projects, informed by the Promise and to use this information to strategically inform and influence future focus of funding</p>	<p>This support will be delivered by identified Promise Delivery Partners, led by the Implementation Lead. This will be in partnership with the CORRA foundation, who will provide monitoring and project support.</p>	<p>April 2021 Diagnostic Route Brothers and Sisters Good Childhood</p>	<p>March 2025</p>	<p>MAY 2022 - TPS strategic input to funding criteria. JUNE 2022 - New Promise Partnership funding stream launched</p>	<p>In progress</p>	<p>The Promise Scotland continues to provide support to organisations funded through the Good Childhood fund, and the Getting it Right for Brothers and Sisters Fund. The support provided is delivered by the organisations Promise Delivery Partners, to seek to support the assessment of progress and support needs and action planning to delivered on the</p>
--	---	--	--	-------------------	--	---------------------------	---

							<p>objectives being pursued.</p> <p>The Getting it right for Brothers and Sisters Fund grantees are also provided with an opportunity to take part in a specific action learning set. The set were scheduled to meet for peer support and action planning in December but this was cancelled due to sickness of the facilitator. The Getting it Right for Brothers and Sisters: Action</p>
--	--	--	--	--	--	--	--

							<p>Learning Set, met again in January and 4 of the 8 collaboratives funded attended the January set. It is thought that the cancellation of the previous session may have impacted on attendance. In December the Promise Partnership concluding it's decision making process in relation to the next fund: The Keeping the Promise Fun, which has a focus on three change areas. In</p>
--	--	--	--	--	--	--	--

							collaboration with Corra the Support Team has agreed a support offer to the stakeholders who have received funding from this specific fund. This is inclusive of opportunities to access the Promise Design School Programme, support individually from a pair or trio of Promise Delivery Partners, along with opportunities to connect with
--	--	--	--	--	--	--	---

							<p>others pursuing similar change endeavours. In February of 2023 the Promise Delivery Partners have begun to connect with the grantees of the Keeping the Promise Fund to initiate the delivery of the aforementioned agreed support offer.</p>
--	--	--	--	--	--	--	--

DRAFT

<p>Pinky Promise Design School - A Promise Design School experience specifically for children</p>	<p>To support organisations to involve children in the design of the services and supports they want to see. Tool kits for child-led ideation and design.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer. Each cohort will be supported by identified Promise Delivery Partners, led by the Promise School Design Lead</p>	<p>May 2022</p>	<p>ONGOING</p>	<p>JUNE 2022 - Stakeholder Scoping session</p>	<p>Not yet started</p>	
<p>Advocacy - scope a national lifelong independent advocacy services for care experienced people and families.</p>	<p>To work with stakeholders to complete this collaborative work and present recommendations to Scottish Ministers for consideration by the end of 2023.</p>	<p>To be agreed</p>	<p>June 2022</p>	<p>December 2023</p>		<p>Not yet started</p>	<p>Roundtable with advocacy providers took place in early February 2023. Partners keen to support, but want to understand Government commitment before scoping a full model. Plan is to</p>

							<p>develop a model with partner buy in and develop a cost model alongside to take to Government for consideration. Currently working with audit firm to consider cost modelling options. Struggling with resource staff committed to HSWG and have not as yet found a consultant to support progress.</p>
--	--	--	--	--	--	--	---

Ideas Bank	An output of the feedback loop intended to support innovation and improvement based on what is known and what is learned.		Sep 22	Ongoing		In Progress	Session held in September to develop the project scope. This work will be further developed as feedback loop operation develops.
-------------------	---	--	--------	---------	--	--------------------	--

DRAFT

Money

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Using Money Differently	Roll out of the Care Reviews 'Follow the Money' work in local areas to obtain a strong understanding of how money is currently used in local systems and the barriers and opportunities for how that money is used differently.	Local authorities supported by The Promise Scotland	May-21	Ongoing	Analyst in post and contributing to analysis in local areas to progress understanding. Phase 1 completion in May 2022, phase 1 report produced to be used for planning in Summer 2022 for Phase 2	In progress	

Whole Family Wellbeing Fund	Ensuring the approach to the £500m whole family wellbeing fund is based on the principles of 'Follow the Money' and the whole family support principles outlined in the Care Review	Scottish Government with The Promise Scotland currently acting in an advisory capacity via Fraser McKinlay	May-21	Ongoing		In progress	
------------------------------------	---	--	--------	---------	--	--------------------	--

DRAFT

The Promise Scotland

Monitoring and Progress Report

Quarter Four 2022/23: 1 January – 31 March 2023

DRAFT

Contents

Executive Summary	3
What is The Promise Scotland?	4
The Promise Scotland: Key Information.....	5
Monitoring Information	7
Project Outcomes and Progress	7
Finance – Q4 Management Accounts	9
Appendix: Detailed Project Performance.....	14
Legislation and Policy	14
Data	16
Core Functions	18
Monitoring.....	19
Change Support.....	22
Money	29

DRAFT

Executive Summary

This report relates to the activity of The Promise Scotland in Quarter Four (January-March) of reporting year 2022/23. The organisation continued to progress projects, development activity and recruitment that began in previous reporting periods:

- Projects matured, including the Hearings System Working Group and The Promise Design School.
- Organisational strategy development days were facilitated.
- The appointment of [Alison Sutherland as the new Head of Support](#) was announced.
- The [third anniversary](#) of the publication of [the promise](#) reports was marked by blogs, interviews and other communications activity.
- Two workshop events were facilitated by [Matter of Focus](#), leading to the development of a draft outcomes map with success criteria (indicators) and the beginning of a theory of change.
- A further FOISA request was received and managed, including subsequent media coverage.

This quarterly monitoring report format has evolved but not yet fully reflect the ambition of The Promise Scotland. Item 5 (Paper 3d) updates Directors on work to develop the Outcomes Map and a monitoring tool to be tested in 2023/24.

The Promise Scotland: An Overview

What is 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. 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: Key Information

The Promise Scotland employs 28 staff across 4 functions (with 2 roles currently vacant):

- **Governance & 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 includes 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.

- **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.

- **Public Affairs**

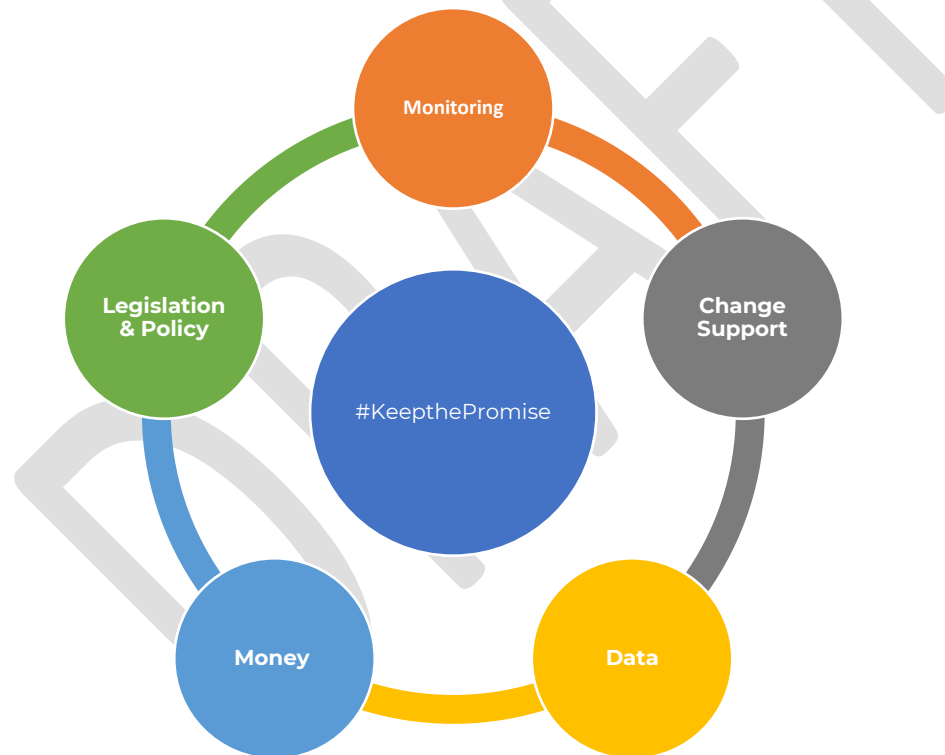
The Public Affairs Team works to ensure The Promise Scotland engages and communicates with stakeholders consistently and that momentum to #KeepThePromise remains high. This involves leading on the policy function of The Promise Scotland working with Government, COSLA and other key organisations to ensure work to keep the promise is embedded and the policy and statutory changes essential to #KeepThePromise are progressed.

DRAFT

Monitoring Information

Project Outcomes and Progress

In recognition that work programmes are underpinned by collaboration, for 2022/23 programmes and projects are organised around the following themes:



Programmes of work associated with these themes are structured to ensure an effective balance of support and monitoring, and shaped around the following principles:

- Collaboration at the heart of lasting change.
- A constant cycle of acting and learning.
- Purposeful adaptation.
- Collective discussion and understanding.
- Proactively seeking a broad range of analysis and engagement.
- A position of reflection, facilitation, and support.
- Constructive challenge.

Progress in these thematic programme areas is detailed in the Appendix.

Finance – Q4 Management Accounts

The Promise Scotland received the second and final drawdown of the Scottish Government grant for 2022/23 on 28 February 2023. The closing balance as at 31 March 2023 is still subject to final year-end adjustments and will be in the region of £150,000-£160,000.

The management accounts are broken down across five main budget headings. These will be revised for 2023/24, in light of the Work Programme (Paper 3a, Item 5):

Project Costs: Plan 21-24:

Work is underway across the majority of headings, with increased spend compared to previous quarters.

Project Costs: Scottish Government Implementation Plan:

Work is underway utilising core team resource. There is therefore no spend showing under this heading. These projects will continue into the next financial year.

Salary Costs:

Recruitment is almost complete, reflected in the on-budget salary costs for the quarter.

Core Delivery Costs:

Core delivery costs are also on-budget for the quarter.

One-Off Set Up Costs:

One-off set up costs are underspent, reflecting the delay in the office refurbishment.

Income & Expenditure

The Promise Scotland Limited
For the 3 months ended 31
March 2023

Notes included for variances +/- 10%

Closing balance at 31st December 2022 (as per last report)

£259,699

Adjustments (since last report) relating to activities pre 31 December 2022

£17,905

Opening Balance at 1st January 2023

£277,604

Account	Total YTD	Q3 (1 Jan 23 to 31 Mar 23)	FY22-23 full year budget	Budget remaining	% of budget remaining
Income					
Grant Income	1,248,524	508,476	0	1,248,524	0%
Other Income	25,476	0	0	25,476	0%
Total Income	1,274,000	508,476	0	1,274,000	0%
Project costs - Plan 21-24 including VAT					
Ambassador Programme (Project costs - Plan 21-24)	0	0	(20,000)	20,000	100%
Change Programme Tech Development	0	0	(85,398)	85,398	100%
Commission - One Parent Families Scotland	(50,461)	0	(83,568)	33,107	40%
Commissioning for Support Function	0	0	(24,000)	24,000	100%
Communities of Interest (Project costs - Plan 21-24)	(2,454)	(345)	(4,000)	1,546	39%
Data Map Tech Development and Roll Out	(49,551)	(49,192)	(60,000)	10,449	17%
Hearings System Working Group	(60,190)	(9,473)	(73,000)	12,810	18%
Pinky Promise Design School (Project costs - Plan 21-24)	(557)	(528)	(2,000)	1,443	72%
Public Affairs Meetings/Webinars/Conferences	(10,000)	(9,395)	(25,000)	15,000	60%
The Promise Design School	(32,259)	(21,833)	(6,500)	(25,759)	-396%
Using Money Differently Strategy and Leadership	(4,800)	0	(60,000)	55,200	92%

Website Development (Project costs - Plan 21-24)	(12,714)	664	(12,000)	(714)	-6%
Whole Family Wellbeing Fund	(17,600)	0	(36,000)	18,400	51%
Total Project costs - Plan 21-24 including VAT	(240,585)	(90,103)	(491,466)	250,881	51%

Project costs - SG Keeping the Promise asks including VAT and on-costs

Account	Total YTD	Q3 (1 Jan 23 to 31 Mar 23)	FY22-23 full year budget	Budget remaining	% of budget remaining
Advocacy Scoping	0	0	(52,674)	52,674	100%
Core Definition	0	0	(15,690)	15,690	100%
Governance and Accountability	0	0	(49,023)	49,023	100%
Information Sharing Blueprint	0	0	(91,340)	91,340	100%
NCS Evidence Base Building	0	0	(148,071)	148,071	100%
Total Project costs - SG Keeping the Promise asks including VAT and on-costs	0	0	(356,798)	356,798	100%

Salary costs - core including on-costs

Account	Total YTD	Q3 (1 Jan 23 to 31 Mar 23)	FY22-23 full year budget	Budget remaining	% of budget remaining
Salary costs - core including on-costs	(1,362,819)	(408,526)	(1,638,934)	276,115	17%
Total Salary costs - core including on-costs	(1,362,819)	(408,526)	(1,638,934)	276,115	17%

Delivery costs - core including VAT

Account	Total YTD	Q3 (1 Jan 23 to 31 Mar 23)	FY22-23 full year budget	Budget remaining	% of budget remaining
Oversight Board	(66,848)	(13,922)	(131,660)	64,812	49%
Office costs	(146,043)	(49,165)	(129,881)	(16,162)	-12%
Staff training, travel and subsistence	(47,591)	(21,312)	(90,000)	42,409	47%
IT & telephone	(69,391)	3,180	(70,700)	1,309	2%
Resources and publications	(1,784)	0	(60,000)	58,216	97%
Research and technical consultancy	(9,863)	(3,756)	(58,485)	48,622	83%
Professional fees	(66,803)	(18,456)	(53,760)	(13,043)	-24%
Media/PR/Comms support	(45,033)	(7,200)	(50,000)	4,968	10%
Consultants	(16,350)	0	(28,800)	12,450	43%
The Promise Scotland Board	(2,477)	(1,000)	(21,380)	18,903	88%
Governance Support for the Chair	(14,350)	(4,845)	(15,120)	770	5%
Events & Conferences	(3,268)	0	(4,000)	732	18%
Participation Expenses	0	0	(6,000)	6,000	100%
FOISA Advice & Support	(840)	(840)	0	(840)	0%
Total Delivery costs - core including VAT	(490,641)	(117,315)	(719,786)	229,145	32%

One-Off Set-Up Costs

Account	Total YTD	Q3 (1 Jan 23 to 31 Mar 23)	FY22-23 full year budget	Budget remaining	% of budget remaining
Agents Fees - Property	0	0	(6,000)	6,000	100%
Fit Out	(23,250)	(12,048)	(60,000)	36,750	61%
IT - install costs	0	0	(8,400)	8,400	100%
LBTT	(6,124)	0	(6,240)	116	2%
Property specialist & project manager	0	0	(6,000)	6,000	100%
Purchase of Computer Hardware	(17,839)	0	(22,500)	4,661	21%
Recruitment	(8,089)	(2,805)	(24,400)	16,311	67%
Stationery - design & print	(151)	0	(12,000)	11,849	99%
Total One-Off Set-Up Costs	(55,453)	(14,853)	(145,540)	90,087	62%
Total Expenditure	(2,149,498)	(630,797)	(3,352,524)	1,203,026	36%
Operating Surplus/(Deficit)	(875,499)	(122,321)	(3,352,524)	2,477,025	74%
Closing balance at 31st March 2023 (subject to final year end adjustments)		£155,283			

Appendix: Detailed Project Performance

Legislation and Policy

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q4 Comments
Hearing System Working Group	Production of policy proposals that can be used by Scottish Government to form the basis of the Promise Bill at the end of this parliamentary term	This work is facilitated and project managed by The Promise Scotland, Chaired by Sheriff David Mackie. CHS and SCRA are members of the working group and The Office of the Chief Designer is commissioned to facilitate a service design process. Scottish	Oct-21	Apr-23	September: Legislative and case law scoping and report framework complete; October: Research collated; Late October: Service Design blueprint completed; November: Deliberation stage underway; Final drafting: February/March	In progress	In January 2023 The Promise Scotland held 7 deliberation sessions with the working group and are now moving into drafting of recommendations. Relationships between partners have not been without challenge, but remain collaborative.

		Government are observer members of the group but supporting from a policy perspective					
--	--	---	--	--	--	--	--

DRAFT

Data

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q4 Comments
Doing Data Differently	Creation of an online tool housing a central, cohesive map of all data that directly and indirectly impacts the lives of children and families, including wider socio-structural factors.	Collaboration between The Promise Scotland, Fraser of Allander; Wallscope; CELCIS; South Ayrshire Council; Indiana Tech University.	Jan-22	On-going	Translation of Care Review voice evidence into 469 data points	Complete	
					Second round of stakeholder engagement and testing of data collection tool	Complete	
					Online tool version one live	Complete	The Doing Data Differently Manager is due to go on maternity leave in April and her

							cover has been recruited and in post since mid-March 2023. Phases 1 & 2 of the project are now complete and milestones for Phase 3 are currently being developed.
--	--	--	--	--	--	--	---

DRAFT

Core Functions

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q4 Comments
Feedback Loop	The Promise Scotland's has a robust process for receiving, analysing and organising information and evidence to support and connect the work of change.	The Promise Scotland team	Jan-22	On-going	Sorting framework for engagement developed	Complete	
					File management protocol for Sharepoint embedded	In progress	Work around the feedback loop, following the full testing to support Promise Oversight Board Report TWO is proceeding at slower than anticipated pace. This is due to the

							direct interlinkages between the feedback loop and organisational strategy.
					Tractivity CRM system fully operational	Complete	

Monitoring

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q4 Comments
Change Programme	Scotland has an iterative tracker for work underway across Scotland to #KeepThePromise aligned to Plan 21-24.	The Promise Scotland team	Jun-21	On-going	Feedback loop operationalised	In progress	

					Scoping document produced for Change Programme online development	In progress	
					Invitation to tender document issued	Not yet started	This workstream is currently paused. This is due to the work around organisational strategy that directly impacts the shape of this work.
The Promise Collective	Alignment of all Scottish Government funded delivery and improvement initiatives that are working to Keep The Promise.	Scottish Government and The Promise Scotland	Apr-22	On-going	Remit and membership of group defined	In progress	Further meetings were held in February (a chairs meeting) and March to continue to develop an agreement on the remit of the group. This currently is looking likely to

							be a combination of developing a 'basket' of high level indicators to assist in monitoring the impact work to keep the promise is making, work to map existing improvement activity and to develop a theory of change for Scotland to help track and understand the difference being made.
					First meeting takes place	Complete	
					CYPIC Workshop	Complete	

Change Support

Project Name	Objective	Delivered by	Expected Start	Expected Completion	Milestone	Status	22-23 Q4 Comments
Promise Design School (CHANGE PROJECTS)- Support for those actively working on service redesign to employ SAtSD tools . A learning offer that walks alongside live change projects over 6 months period to	To improve quality of co-design work led by those actively working on service redesign, increasing the influence of citizens on live change efforts.	This support will be delivered in partnership with the Office of the Chief Designer. Each cohort will be supported by identified Promise Delivery Partners, led by the Promise School Design Lead	April 2021 Diagnostic Route	ONGOING	<u>START & END DATES</u> Cohort 1 MAY - NOV 2022 Cohort 2 JULY - DEC 2022 Cohort 3 AUTUMN 2022 - SUMMER 2023	In progress	Currently testing a 2-day design digital sprint to confirm minimum viable offer for a more national reach with small scale project focus. It is our aim for associates to be trained to deliver and support these cohorts. The learning calendar is now live and in its second phase of testing,

<p>improve co-design approaches.</p>							<p>seeking to provide a quarterly schedule of design and innovation focused learning to act as an ongoing support to participants. This will allow us to strategically deploy our more resource intensive 5day offer (with system focused supports built around) towards organisational priorities.</p>
---	--	--	--	--	--	--	---

<p>Promise Design School (CITIZEN LED)- Support for those with lived experience to access service design learning and connect with opportunities for real world redesign.</p>	<p>To create a platform for the care experienced community to initiate redesign work around their own priorities.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer.</p>	<p>April 2022</p>	<p>ONGOING</p>		<p>Paused</p>	<p>No further update from Q3. Resource currently focussed in Change Project and Pinky Promise Routes. Redeveloped plan due in Q1 2023/2</p>
--	---	---	-------------------	----------------	--	----------------------	---

DRAFT

<p>Communities of Interest - Provision of peer to peer support to drive change, beginning with The Promise Leads in local authority areas</p>	<p>To create a defined community of Promise lead, which supports connection, collaboration and change.</p>	<p>This support will be delivered by identified Promise Delivery Partners, led by the Implementation Lead</p>	<p>April 2022 LOCAL AUTHORITY PROMISE LEADS COI</p>	<p>ONGOING</p>	<p>OCT 2022 - Review scheduled Communities of Interest scheduled for every 8 weeks until DEC 2022.</p>	<p>In progress</p>	<p>The January community of interest was attended by 19 people representing 17 local authorities. The agenda included reflecting on the benefits of the community of interest to date, aspirations for the group going forward, and an introduction to project planning support tools.</p> <p>Initial discussions around differentiation between the COSLA Promise Leads forum with same attendees will be progressed in Q1 23/24.</p>
--	--	---	---	----------------	--	---------------------------	--

<p>Promise Partnership - Provision of support to organisations through a fund administered by Corra Foundation.</p>	<p>To support funded organisations to deliver their projects, informed by the Promise and to use this information to strategically inform and influence future focus of funding</p>	<p>This support will be delivered by identified Promise Delivery Partners, led by the Implementation Lead. This will be in partnership with the CORRA foundation, who will provide monitoring and project support.</p>	<p>April 2021 Diagnostic Route Brothers and Sisters Good Childhood</p>	<p>March 2025</p>	<p>MAY 2022 - TPS strategic input to funding criteria. JUNE 2022 - New Promise Partnership funding stream launched</p>	<p>In progress</p>	<p>In February, work began around developing the criteria and support for the 2023 Keeping the Promise fund. The Promise Scotland provided insights from the feedback loop around the proposed criteria. Corra and The Promise Scotland are now working together to develop an enhanced, streamlined way of gathering insights.</p>
--	---	--	--	-------------------	--	---------------------------	---

<p>Pinky Promise Design School - A Promise Design School experience specifically for children</p>	<p>To support organisations to involve children in the design of the services and supports they want to see. Tool kits for child-led ideation and design.</p>	<p>This support will be delivered in partnership with the Office of the Chief Designer. Each cohort will be supported by identified Promise Delivery Partners, led by the Promise School Design Lead</p>	<p>May 2022</p>	<p>ONGOING</p>	<p>JUNE 2022 - Stakeholder Scoping session</p>	<p>Not yet started</p>	<p>An updated proposal from Children's Parliament was received Feb23, but did not speak to the ambition we have for this work to be distinct. The Promise Scotland has been undertaking cross team design sessions to refresh thinking around the model with current organisational resource and direction in mind. This is to be reviewed in Q1 23/24.</p>
--	---	--	-----------------	----------------	--	-------------------------------	---

<p>Advocacy - scope a national lifelong independent advocacy services for care experienced people and families.</p>	<p>To work with stakeholders to complete this collaborative work and present recommendations to Scottish Ministers for consideration by the end of 2023.</p>	<p>To be agreed</p>	<p>June 2022</p>	<p>December 2023</p>		<p>Started</p>	<p>Focus will increase when the HSWG concludes in May.</p>
<p>Ideas Bank</p>	<p>An output of the feedback loop intended to support innovation and improvement based on what is known and what is learned.</p>		<p>Sep 22</p>	<p>Ongoing</p>		<p>Paused</p>	<p>This work was paused in Q4 due to competing priorities. It will be refreshed in Q1 23/24.</p>

Money

Project Name	Objective	Delivered By	Expected Start	Expected Completion	Milestone	Status	22-23 Q2 Comments
Using Money Differently	Roll out of the Care Reviews 'Follow the Money' work in local areas to obtain a strong understanding of how money is currently used in local systems and the barriers and opportunities for how that money is used differently.	Local authorities supported by The Promise Scotland	May-21	Ongoing	Analyst in post and contributing to analysis in local areas to progress understanding. Phase 1 completion in May 2022, phase 1 report produced to be used for planning in Summer 2022 for Phase 2	In progress	

Whole Family Wellbeing Fund	Ensuring the approach to the £500m whole family wellbeing fund is based on the principles of 'Follow the Money' and the whole family support principles outlined in the Care Review	Scottish Government with The Promise Scotland currently acting in an advisory capacity via Fraser McKinlay	May-21	Ongoing		In progress	
------------------------------------	---	--	--------	---------	--	--------------------	--

DRAFT

The Promise Scotland

Monitoring Report – Year 2023/24

Quarter One: April - June

Quarter 1 Report 2023-24: Summary

The Promise Scotland exists to support transformation in how Scotland cares for its children and families.

To progress this, in 2023/2024, The Promise Scotland is focusing on achieving five key outcomes:

There has been a decisive shift in four areas of focus

There has been significant change in two localities

Partner organisations across Scotland have built momentum and achieved change

The Promise Oversight Board and the Independent Strategic Advisor have been supported to fulfil their roles

The Promise Scotland is well run and continuously improves

The Promise Scotland has taken these five key outcomes and used them to build a Strategic Work Programme, under which it is currently developing programmes of work. The Outcomes Map below was developed in parallel to provide a set of questions that can be used within each programme of work to better understand progress made and the overall contribution to the key outcomes:



The Strategic Work Programme for 2023/24 has been combined with the Outcomes Map to provide evidence of progress made towards the key outcomes. Working in this way, and populating the table below, is a work in progress:

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
We design and facilitate, we convene, we bridge, we challenge, we capture, we learn	The stakeholders and those with a role to play in change are engaged	Listened to, understood, challenged, supported and held in the change process	A shared vision for the changes required to keep the promise and a clear understanding of the next steps	Put their learning into practice	The work can be sustained beyond 2030
There has been a decisive shift in four areas of focus					
Strategic Work Programme 'four areas of focus'					
Good childhood	The foundational building blocks for all programmes of work are underway. This has involved engagement with all staff around skills auditing; cross-organisational approaches to planning	It is anticipated that by actively engaging the entirety of the organisation from the very beginning of the process, there will be a feeling of ownership of	The desktop research underway as part of work programme development will ensure that the demonstrable shift achieved is rooted in what was heard by the Independent Care Review.	The work is not yet fully scoped and underway.	The work is not yet fully scoped and underway.
Moving on					
Family support					
Education					

	<p>and development; and organisational wide mapping of the external landscape.</p> <p>Very initial external engagement with key stakeholders has begun, and engagement via the COSLA Promise Leads Network is scheduled for 11th September.</p>	<p>the programmes of work.</p> <p>Similarly, by engaging and mapping externally, it is anticipated that work programmes will be responsive to need and rooted in collaboration.</p>			
--	--	---	--	--	--

There has been a significant change in two localities.

Strategic Work Programme ‘promise in places’

<p>The promise data map</p> <p>We are working to bridge the data gap between heavy emphasis on numbers and indicators that support the way</p>	<p>Key stakeholders drawn from cross-sectors were actively involved in initial development of the tool.</p> <p>Throughout the current phase (phase 3), named contacts from local government, Scottish government, the third sector and the public</p>	<p>Partners involved in the project are engaged, interested and report positive benefits of the work within their organisations (see here for a</p>	<p>Organisations currently engaged in developing and populating the data map report a greater understanding of:</p> <ul style="list-style-type: none"> the data they have and its potential to be linked to/used with other data sources the gaps that still remain, particularly in relation to data that 	<p>Organisations currently engaged are working on the identified opportunities for improvement and exploring the implications for the wider organisation (money, time, resource, impact).</p>	<p>Ultimately, the promise data map is a tool that supports better understanding of data with a view to improvement. Improving data, by moving away from purely quantitative ‘system’ measures, means that the experiences of children and families are better reflected.</p>
---	---	---	--	---	---

<p>the 'system' currently works, and an improved focus on capturing and understanding a whole family perspective, centred on the impact of services on the experiences and relationships of children and their families.</p>	<p>sector will work with the team to populate and test the online data map tool, focusing on improving functionality prior to going live. Currently the project is working with the College Development Network and South Ayrshire Health and Social Care Partnership, and has had positive interest in participation from the Improvement Service and COSLA, Public Health Scotland, NHS Lothian, The Northern Alliance, Education Scotland, Aberlour Children's Charity Aberdeen City and East Lothian.</p>	<p>specific example).</p> <p>Repeat and continued engagement within organisations across stages provides further evidence – contacts are keen to continue collaboration and report seeing the benefits of doing so.</p>	<p>fully reflects the experiences of children and their families</p> <ul style="list-style-type: none"> the issues that need to be overcome to improve their data 	<p>This is supporting planning within these organisations and improving the data they have available to understand progress towards keeping the promise. (see here for a specific example).</p> <p>The process of developing the data map tool itself and the engagement activity has also generated positive interest in the Independent Care Review and the vision of the promise, raising awareness of the need to improve data to address what matters to children and families- one most recent example was a presentation delivered at a NESTA event in London to look at the role of data in Early Years work. The</p>	<p>This in turn means that improvement work can be based on, and measured by, actual experience, as well as key indicator measurement, ensuring change is reflective, and meets the needs of, children and their families.</p>
--	---	---	--	---	--

				<p>following feedback was received by the Doing Data Differently manager from NESTA:</p> <p>"I know everyone really enjoyed your talk, our head of Data Science, Cath Sleeman especially did and has shared "Isla's Story" with the whole of Nesta as she was so impressed with The Promise's way of doing data differently. I think you've provided a real inspiration and I hope you enjoyed the event too."</p>	
<p>The promise partnership support</p>	<p>PDPs support teams from a range of organisations actively working to lead change in a focus area of the Promise. While the majority of change projects are delivered by multi-agency teams, a lead organization is named with overall responsibility.</p>		<p>The underpinning purpose of support is to ensure that organisations engaged can contribute to Scotland's learning, whilst also learning from each other.</p> <p>With a new offer of support launching in March 2023, Promise Delivery Partners devised</p>		<p>As projects funded from earlier funding streams in 22-23 ended, a showcase event jointly hosted by Corra and The Promise Scotland in June 2023 brought people together across Scotland for an evening of learning and celebration.</p>

	<ul style="list-style-type: none"> • Third Sector 44 • Local Authority 18 • Higher Education 1 • Health 1 • Funder 2* <p><i>*Inspiring Scotland & Robertson Trust</i></p> <p>The following focus areas are self-identified by applicants in the course of the application for funding:</p> <ul style="list-style-type: none"> • Restraint 1 • Brothers & Sisters 8 • Family Support 10 • Right to Education 7 • Justice 6 • Supportive Workforce 18 • Kinship 2 • Moving On 8 • Support 7 • Relationships 10 • Improving Residential 1 • Voice 3 		<p>and developed a support offer for the Promise Partnership that centres around a peer learning network for each challenge, coming together quarterly. There is optional access for all change projects to access a 1:1 reflective session to accompany this.</p>		<p>Attended by 74 people currently working across Scotland to keep the Promise, the event invited each funded project the opportunity to develop a poster (now contained in an online poster library) which highlighted:</p> <ul style="list-style-type: none"> •the change which was driven by the funding, and •the learning gained from the project.
<p>The promise design school</p>	<p>24 change projects (69 Practitioners from 30 different organisations) took part in the test of</p>	<p>Participants have commented:</p>	<p>Organisations learn foundational tools and techniques in service design with regular</p>	<p>Although participants in a previous cohort period 22-23, an independent evaluation was</p>	<p>Participants tell us that they feel more deliberate and reflective about the 'problem' they are trying to</p>

<p>We are designing and testing new offers distinct from the resource intensive 'core offer' of the Design School. This will allow us to widen access to design thinking and tools. Current testing has produced a new tool, the <i>2D Sprint</i>, which offers an interactive 2day experience online, with attached 'self-serve' support.</p>	<p>our 2Day Sprint offer between April and June 2023.</p> <p>The majority of projects involved multi-agency teams. We welcomed organisations from across sectors:</p> <ul style="list-style-type: none"> • Third Sector 17 • Local Authority 8 • Higher Education 2 • National 3 <p>Ranging from Foster Care Connect to CELCIS, cohorts were organised into themes of Education, Workforce and Justice to connect perspectives and potential around shared problems.</p>	<p>"The sessions were great and to be honest I think I would have been lost without it because this is a completely new area of work for me."</p> <p>"Sharing ideas, frameworks and planning tools. They will be helpful in this process and beyond."</p> <p>"Straight talking and inspirational thinking would recommend this to anyone working towards keeping the promise"</p> <p>"{Enjoyed} having</p>	<p>'Promise Pause's to help them reflect on and plan how they could use these tools in their co-design efforts.</p> <p>The "What matters" questions are used as evidence descriptors leading to monitoring and measurement directly linked to experience and outcomes.</p>	<p>published in Q1 that reflected a more reflective journey of 'difference' in practice after taking part.</p> <p>Some feedback from rethinking restraint project teams (4 projects taking part in July 2022 cohort):</p> <p>"There was a lot of frustration, but once we got our head around what it was, the benefits were absolutely plain to see"</p> <p>"Design School allowed us to really think deeply about the questions we were being asked. And some of where we landed at the end didn't reflect what we anticipated at the beginning."</p> <p>"It really helped us to realise that our service wasn't fit for purpose to deliver The Promise."</p>	<p>solve, much more focused on how to practically design services with the people that will interact with them.</p> <p>In Sept 2023 we have scheduled a 6-month impact check-in to survey all participants in order to better understand impact after 3-6 months.</p> <p>We have tested and developed a meaningful offer to move towards our new strategic workplan. We can offer a low resource but high impact learning experience that is accessible across Scotland, creating a vibrant and rolling signposting opportunity for our delivery partners that bolsters local co-design. This will allow us to move towards our flagship offer as a more focused and strategically deployed programme while ensuring we remain committed to</p>
--	--	--	--	---	---

		protected time to play with new tools which will aid collaboration and creativity."		<p>"We want to get to that next part where they've really got a seat at the table, and really influence the development of new services."</p> <p>"I've always thought that young people and families have a level of lived expertise that we don't have, and therefore need to be involved in service design. I suppose what the Design School has done is help us think about how we actually do it."</p>	the wider efforts to keep the promise.
<p>Local government support</p> <p>A range of relationship-based support is provided to local authority partners. This is</p>	<p>The Promise Delivery Partners each maintain relationships with named contacts across all 32 local authorities.</p> <p>A significant number of these Local Authorities attend the Community of Interest; a 6-weekly</p>	In a recent evaluation of the Communities of Interest model run by PDPs, participants were asked if the forum has been a	Through the local relationships, Promise Leads have an opportunity to explore their change journey and connect with their peers across Scotland to explore challenges and develop solutions.	There are increased opportunities for collaboration and problem-solving.	It is anticipated that engagement on a local basis provides a mechanism for understanding change and developing a consistent promise-lens.

done via named local lead.	<p>forum for connecting efforts across Scotland and escalating collective enablers/ barriers.</p> <p>Attendance throughout the year has fluctuated and has depended on time of year and conflicting priorities. All Local Authorities have attended at least one COI meeting and the majority have been attended by over two thirds of Local Authorities.</p>	<p>supportive tool in helping their Local Authority to Keep the Promise.</p> <p>We heard:</p> <ul style="list-style-type: none"> • 70% agreed positively that the COI has been supportive in helping Local Authorities to Keep The Promise. • 30% remained indifferent to this question 	<p>The Community of Interest allows a shared space to enable a collective perspective nationally. There has been a variety of inputs to the forum, always with the intent of being responsive to what Community members have wanted to get more information on. This ranges from inputs from other LAs specific to an approach they are undertaking, to inputs from the Promise Scotland.</p>		
----------------------------	---	---	---	--	--

Partner organisations across Scotland have built momentum and achieved change

Strategic Work Programme ‘national projects and groups’

Hearing system working group	We convened the Hearing System key organisations in a collective and collaborative process	They felt engaged, held, and facilitated.	They gained insight into the positions of other system actors.	Through the process, organisations were also developing and delivering change	The collective and bold nature of the work means that it has power and impact for the future. However, Scottish
-------------------------------------	--	---	--	---	---

<p>We facilitated and led the Hearings System Working Group that published its final report, Hearings For Children in May.</p> <p>Scottish Government will respond by end of 2023.</p>	<p>that led to full agreement on the proposed direction of travel.</p> <p>SCRA and CHS were members of the working group with whole system engagement throughout the process.</p> <p>Scottish Government were observers on the group and will respond by end of 2023.</p>	<p>Our role was intensive with ongoing engagement throughout the process.</p> <p>The collaborative redesign project which sat at the centre of the work engaged every organisation and profession that works in the children's hearings system.</p> <p>There were sessions with families with experience of the system (foster, kinship, adoptive and birth families)</p> <p>Strong partnership</p>	<p>They reached a collective position.</p> <p>At times, the process also exposed and risked exacerbating issues between organisations.</p> <p>Young people from Our Hearings Our Voice reported feeling engaged and listened to with a strong mandate for future advocacy.</p>	<p>programmes alongside the HSWG.</p> <p>The final report represented a collective agreement on significant change required that had not been in place with a high degree of specificity.</p>	<p>Government have not yet agreed to implement the conclusions in full.</p> <p>Ongoing, TPS needs to consider how best to utilise the Scottish Government observer role in this type of work.</p>
--	---	---	--	---	---

		was formed with Our Hearings Our Voice who contributed to the podcast and were highly engaged in the work throughout.			
<p>Advocacy project</p> <p>As part of the Scottish Government programme of asks, The Promise Scotland is to develop a national advocacy model for care experienced children and families.</p> <p>Resourcing has meant less focus on this work, and</p>	<p>A roundtable with most of Scotland's advocacy providers was held in Q1 2023.</p> <p>Attendance at a National Advocacy conference was a useful intelligence gathering activity.</p> <p>The Promise Scotland is finalising an initial draft model that will be shared with Scottish Government to test direction of travel.</p>	<p>Engagement with advocacy providers and those who use advocacy services has not been primary activity. Work has focused on developing a draft model.</p> <p>Clear that there is significant work happening within Government on development of human rights based advocacy.</p>	<p>Currently stakeholders likely feel distant from the process, TPS has explained rationale, but further engagement required.</p>	<p>At present they are waiting for a model to be reviewed.</p>	<p>Dependent on Scottish Government acceptance of the expansion of advocacy services for care experienced children and families.</p>

<p>concern about taking a model too far to costing stage without Scottish Government approval of direction of travel.</p> <p>Intention is to provide an outline model by end of summer for discussion and sense checking, before further work is determined.</p>					
<p>The Promise Collective</p> <p>Along with Scottish Government and COSLA, we are challenging the complexity of the improvement landscape and</p>	<p>The Promise Collective is co-chaired by Scottish Government, COSLA and The Promise Scotland, and currently attended by the Improvement Service, CELCIS, Who Cares? Scotland. Conversations are underway on widening the membership to include health, justice etc.</p>	<p>Group meetings are challenging and group members report feeling challenged by the task and conversations.</p> <p>The conversation around</p>	<p>The purpose of the group is to bring together organisations focused on activity that should be aligned but is not.</p>	<p>By aligning the activities, opportunities to share learning and resources will arise, making efforts towards keeping the promise more likely to achieve the intended outcomes. This is particularly a comment on the challenges presented by the often mentioned 'implementation gaps'</p>	<p>Organisations progressing children and families' improvement activity across Scotland should be aligned the demands made by the promise and to each other.</p>

<p>convening a group of cross-sector improvement focused organisations with a view to aligning and rationalising improvement activity underway.</p>		<p>funding, as the primary driver of improvement activity, remains the most contentious, with Scottish Government, as the funder, reluctant to review this (as is committed to in their Keeping the Promise implementation plan) and organisations in receipt of funding anxious about eventual impact.</p>		<p>which gives rise to resource intensive activity that is not likely to make significant contribution to change.</p>	
<p>Information sharing project</p> <p>We are convening a group of stakeholders</p>	<p>Desktop research underway (due to be complete in mid-July) is identifying existing work and stakeholders focused on improving children's care records as well as on improving</p>	<p>Reasons for developing this project were an increasing interest and demand for a 'solution' to information sharing</p>	<p>The work is in nascent stages but early findings suggest there are multiple information sharing toolkits for practitioners, and a lot of work to improve record keeping for children, but less focus on how to improve the</p>	<p>The work is not yet fully underway.</p>	<p>The work is not yet fully underway.</p>

<p>already actively involved in developing information sharing solutions to provide a better understanding of the issues involved, improved alignment of activity underway, identifying gaps for further improvement activity and sharing learning to improve children's experiences of their ownership and sharing of information.</p>	<p>information sharing between organisations.</p>	<p>challenges, a lack of awareness of existing relevant work and a reported concern that although the field appears in progress, there is no clear, shared, or timely route to improvement.</p> <p>Engagement with organisations and individuals to date, following the decision to explore The Promise Scotland's role, supports this, with most reporting they feel disconnected. This is therefore a key indicator of</p>	<p>culture of information sharing that has so often been the focus of critique in learning reviews when things have gone badly wrong. It is likely that this is where most learning can be gained.</p>		
---	---	--	--	--	--

		improvement for The Promise Scotland to use as a measurement of its role and progress.			
The Promise Oversight Board and the Independent Strategic Advisor have been supported to fulfil their roles					
Strategic Work Programme 'strategic support and governance'					
Independent strategic advisor We provide policy, communication and engagement support.	Policy and communications support is provided by the Public Affairs team. Claire Stuart, Head of Insights, is supporting the work to develop Scotland's plan to 2030.	The Independent Strategic Advisor feels well supported in her work. The level of resource needs to be considered.	Knowledge, information, other perspectives, challenge.	More reflective contributions, better use of time.	More equipped to fulfil the role of the Independent Strategic Advisor.
The Promise Oversight Board We provide secretariat,	This service is provided by The Promise Scotland to The Promise Oversight Board. Primary personnel are Morag Burnett, Head of	The Promise Scotland will seek feedback from The Promise Oversight Board as to the	They should feel sufficiently supported in their role. Plans are underway to support the development of a more focused thematic	This is not a change project, however they hope that they have an impact on other organisations and should provide an	The aim is that public reporting and accountability drives change and action. As yet unclear that it is having the desired impact.

<p>information source and communications and engagement services for The Promise Oversight Board.</p>	<p>Governance and Operations.</p> <p>Fi McFarlane, Head of Public Affairs managed the Oversight Board Report TWO launch.</p> <p>Insights team led whole organisation development of Plan 21-24 mid point review that formed the basis of Report TWO and ongoing communications with the Oversight Board on evidential issues.</p>	<p>service provided.</p> <p>The level of information and evidence required by the Promise Oversight Board to form the basis of their reporting will be clarified.</p>	<p>reporting approach for 2024.</p> <p>A joint meeting with The Promise Scotland Directors will take place in August 2023.</p>	<p>incentive for more action.</p> <p>Learning from the reaction to the first two Reports should inform the way The Promise Oversight Board works in future years.</p> <p>Feedback from Scottish Government and COSLA on the impact of Report TWO is currently anecdotal and mixed. It will be collated for the Promise Oversight Board meeting in August.</p>	<p>A more thematic approach may result in more targeted reporting and action.</p> <p>Longer-term, the aim is that accountability for keeping the promise is embedded within the 'system', rather than prompted by The Promise Oversight Board.</p>
<p>Governance redesign</p> <p>Linked to other work including money, data, design and promise in places</p>	<p>Collaborating with the Scottish Government to scope a new holistic framework for governance and accountability – report to Ministers by June 2024.</p> <p>Overseen by Head of Governance & Operations and led by Associate Claire Sweeney.</p>	<p>The work is not yet fully underway.</p>	<p>The work is not yet fully underway.</p>	<p>The work is not yet fully underway.</p>	<p>The work is not yet fully underway.</p>

	The project plan was signed off in Q1 and there will be further updates after Q2.				
--	---	--	--	--	--

Income and Expenditure

The Promise Scotland Limited

For the 3 months ended 30 June 2023

Opening balance at 01 April 2023
(as per Q4 report, subject to audit
adjustments)

155,283

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Governance
Income								
Grant Income	742,310	2,876,448	(2,134,138)	-74%	0	0	0	742,310
Total Income	742,310	2,876,448	(2,134,138)	-74%	0	0	0	742,310
Salary costs - core including on-costs								
Salary costs - core including on-costs	(368,056)	(1,837,508)	1,469,452	80%	(102,438)	(65,254)	(128,130)	(72,234)
Total Salary costs - core including on-costs	(368,056)	(1,837,508)	1,469,452	80%	(102,438)	(65,254)	(128,130)	(72,234)

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Governance
Core delivery costs - including VAT								
Oversight Board	(26,678)	(145,900)	119,222	82%	0	0	0	(26,678)
Office costs	(75,867)	(222,233)	146,366	66%	(76)	(39)	(85)	(75,668)
Staff training, travel and subsistence	(13,437)	(40,000)	26,563	66%	(880)	(405)	(1,715)	(10,438)
IT & telephone	(8,476)	(50,090)	41,614	83%	0	0	0	(8,476)
Resources and publications	0	(11,862)	11,862	100%	0	0	0	0
Professional fees	(8,470)	(36,569)	28,099	77%	0	0	0	(8,470)
Public Affairs, Comms and Policy support	(3,000)	(7,500)	4,500	60%	0	(3,000)	0	0
The Promise Scotland Board	(1,118)	(23,380)	22,262	95%	0	0	0	(1,118)
Events & Conferences	(336)	(4,553)	4,217	93%	0	(336)	0	0
Subscriptions & Tools	(13,976)	(13,970)	(6)	0%	(49)	(9,080)	(636)	(4,210)
Tractivity Licences	(26,433)	(24,550)	(1,883)	-8%	0	0	0	(26,433)
Recruitment	(6,935)	(6,000)	(935)	-16%	0	0	0	(6,935)
Fit Out	(43,656)	(44,833)	1,177	3%	0	0	0	(43,656)
Total Core delivery costs - including VAT	(228,384)	(631,440)	403,056	64%	(1,004)	(12,860)	(2,436)	(212,084)

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Governance
Project costs - including VAT								
Research and technical consultancy	(252)	(5,000)	4,748	95%	(252)	0	0	0
Data Map Tech Development and Roll Out	(275)	(50,000)	49,725	99%	(53)	0	0	(222)
Using Money Differently Strategy and Leadership	0	(5,000)	5,000	100%	0	0	0	0
Whole Family Wellbeing Fund	0	(5,000)	5,000	100%	0	0	0	0
Website maintenance	(664)	(12,000)	11,336	94%	0	0	0	(664)
The Promise Conference & Project-related Meetings/Conferences	(309)	(10,000)	9,691	97%	0	0	(309)	0
Promise Design School	(17,434)	(82,500)	65,066	79%	0	0	(17,434)	0
Locality and Promise Partnership Support	(879)	(10,000)	9,121	91%	0	0	(879)	0
Communities of Interest	(364)	(3,000)	2,636	88%	0	0	(364)	0
Change Programme Tech Development	0	(40,000)	40,000	100%	0	0	0	0
Hearings System Working Group.	(22,098)	(8,000)	(14,098)	-176%	0	(22,148)	0	50
Strategy and Change project	0	(37,000)	37,000	100%	0	0	0	0
Advocacy Project	0	(25,000)	25,000	100%	0	0	0	0
Core Definition Project	0	(15,000)	15,000	100%	0	0	0	0
Governance and Accountability Project	0	(30,000)	30,000	100%	0	0	0	0
Information Sharing Blueprint Project	0	(40,000)	40,000	100%	0	0	0	0
NCS Evidence Base Commission	0	(30,000)	30,000	100%	0	0	0	0
Total Project costs - including VAT	(42,276)	(407,500)	365,224	90%	(305)	(22,148)	(18,987)	(836)

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Governance
Total Expenditure	(638,715)	(2,876,448)	2,237,733	78%	(103,747)	(100,261)	(149,552)	(285,154)
FY23/24 YTD operating Surplus/(Deficit)	103,595	0	103,595	0%	(103,747)	(100,261)	(149,552)	457,156
Closing balance at 30 June 2023 (subject to audit adjustments)	258,878							

Monitoring Report – Year 2023/24

Quarter Two: July – September

Quarter Two Report 2023 -24: Summary

The Promise Scotland exists to support transformation in how Scotland cares for its children and families.

To progress this, in 2023/2024, The Promise Scotland is focusing on achieving five key outcomes:

There has been a decisive shift in four areas of focus

There has been significant change in two localities

Partner organisations across Scotland have built momentum and achieved change

The Promise Oversight Board and the Independent Strategic Advisor have been supported to fulfil their roles

The Promise Scotland is well run and continuously improves

The Promise Scotland has taken these five key outcomes and used them to build a Strategic Work Programme, under which it is currently developing programmes of work. The Outcomes Map below was developed in parallel to provide a set of questions that can be used within each programme of work to better understand progress made and the overall contribution to the key outcomes:



The Strategic Work Programme for 2023/24 has been combined with the Outcomes Map to provide evidence of progress made towards the key outcomes. Working in this way, and populating the table below, is a work in progress:

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
We design and facilitate, we convene, we bridge, we challenge, we capture, we learn	The stakeholders and those with a role to play in change are engaged	Listened to, understood, challenged, supported and held in the change process	A shared vision for the changes required to keep the promise and a clear understanding of the next steps	Put their learning into practice	The work can be sustained beyond 2030
There has been a decisive shift in four areas of focus					
Strategic Work Programme 'four areas of focus'					
Good childhood	Internal and external engagement and understanding exercises are underway across the areas of focus. External stakeholder engagement varies across work programmes, but include core partners such as Scottish Government and	Internally, each area of focus now has a cross organisational teams in place with a lead and SLT executive sponsor. The staff skills audit achieved high levels of engagement, and was supported by one-to-one conversations. The methodology surfaced areas of interest, expertise and development and created opportunities	A staff day on 29 th August 2023 saw project teams come together for the first time. This session allowed teams to collaborate around desktop mapping; consider what the promise demanded and what this means for transformational change; and next steps for designing programmes of work.	The work is not sufficiently developed at this time.	The work is not sufficiently developed at this time.
Moving on					
Family support					
Education					

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
	<p>COSLA, and more targeted engagement with stakeholders such as CELCIS, Association of Foster and Kinship and Adoption and individual local authorities. The Moving On workstream, for example, has embarked on a 100 days of listening exercise, and engaged the First Minister in the launch event (alongside the launch of the consultation of the care leavers grant)</p>	<p>around how individuals could be best matched to project groups.</p> <p>Externally, colleagues welcomed the opportunity to collaborate and align from the earliest opportunity, and to focus on transformational change in specific areas.</p>	<p>Programme specific activity has included engagement with the Whole Family Wellbeing Fund team; scheduling informal multi-agency scoping sessions; and review of existing activity aligned to the work.</p>		
<p>There has been a significant change in two localities.</p> <p>Strategic Work Programme ‘promise in places’</p>					
<p>The promise data map</p>	<p>Key stakeholders drawn from cross-sectors were actively</p>	<p>Partners involved in the project are engaged, interested and report</p>	<p>Organisations currently engaged in developing and populating the data</p>	<p>Organisations currently engaged are working on the</p>	<p>Ultimately, the promise data map is a tool that supports</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>We are working to bridge the data gap between heavy emphasis on numbers and indicators that support the way the 'system' currently works, and an improved focus on capturing and understanding a whole family perspective, centred on the impact of services on the experiences and relationships of children and their families.</p>	<p>involved in initial development of the tool.</p> <p>Throughout the current phase (phase 3), named contacts from local government, Scottish government, the third sector and the public sector will work with the team to populate and test the online data map tool, focusing on improving functionality prior to going live. Currently the project is working with the College Development Network and South Ayrshire Health and Social Care Partnership, and has had positive interest in participation from the Improvement Service and COSLA,</p>	<p>positive benefits of the work within their organisations (see here for a specific example).</p> <p>Repeat and continued engagement within organisations across stages provides further evidence – contacts are keen to continue collaboration and report seeing the benefits of doing so.</p>	<p>map report a greater understanding of:</p> <ul style="list-style-type: none"> the data they have and its potential to be linked to/used with other data sources the gaps that still remain, particularly in relation to data that fully reflects the experiences of children and their families the issues that need to be overcome to improve their data. 	<p>identified opportunities for improvement and exploring the implications for the wider organisation (money, time, resource, impact). This is supporting planning within these organisations and improving the data they have available to understand progress towards keeping the promise. (see here for a specific example).</p> <p>The process of developing the data map tool itself and the engagement activity has also generated positive interest in the Independent Care Review and the vision of the promise, raising awareness of the</p>	<p>better understanding of data with a view to improvement. Improving data, by moving away from purely quantitative 'system' measures, means that the experiences of children and families are better reflected.</p> <p>This in turn means that improvement work can be based on, and measured by, actual experience, as well as key indicator measurement, ensuring change is reflective, and meets the needs of, children and their families.</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
	<p>Public Health Scotland, NHS Lothian, The Northern Alliance, Education Scotland, Aberlour Children's Charity Aberdeen City and East Lothian.</p>			<p>need to improve data to address what matters to children and families- one most recent example was a presentation delivered at a NESTA event in London to look at the role of data in Early Years work. The following feedback was received by the Doing Data Differently manager from NESTA:</p> <p>“I know everyone really enjoyed your talk, our head of Data Science, Cath Sleeman especially did and has shared “Isla’s Story” with the whole of Nesta as she was so impressed with The Promise’s way of doing data differently. I think you’ve provided a real inspiration and I hope</p>	

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
				you enjoyed the event too."	
<p>Promise in Places</p>	<p>Current focus on internal desktop research, potential to collaborate with stakeholders involved in Phase 3 of Promise Data Map project to develop and test a Promise in Places Model.</p> <p>Meeting 8th November with Centre for Public Impact to start planning this work.</p>	<p>Engagement has begun with the Centre for Public Impact to develop a Human Learning System resource for Promise in Places.</p> <p>Desktop research has also been produced to understand how HLS has been operationalised in public services elsewhere and relevance to the promise Scotland and Promise in Places explored.</p>	<p>Promise in Places contributes to learning that can be applied across Scotland.</p> <p>Desktop research to help better define what place-based approaches exist and mapping of current activity has begun.</p>	<p>It will provide a way of testing and sharing tangible examples of how change has been approached, learning from what has and has not worked along the way.</p>	<p>How holistic, whole-systems change can be implemented that supports the transformational change demanded by the promise.</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>The promise partnership support</p> <p>The Support function continues to provide support to the Promise Partnership projects, administered by the Corra Foundation.</p> <p>The support has iterated across each funding stream.</p> <p>Latest successful projects announced 23rd October</p>	<p>The support plan for Keeping the Promise 2 is under development.</p> <p>Activity delivered most recently has included:</p> <p>Design Support for applicants: Provide a series of design workshops pre application to embed design thinking from the earliest opportunity.</p> <p>Group support: Thematically organised group support for successful applicants.</p>	<p>A range of third and public sector organisations feel supported and part of a wider ecosystem of change.</p>	<p>Change projects are supported to reflect and retain a promise lens irrespective of funding success.</p> <p>Successful applicants feel connected and part of a broader change programme.</p>	<p>Through the support activity, peer support networks for change have been able to foster meaningful connection and cross-pollination of learning and experience.</p> <p>Through the process of establishing thematic groupings, it became clear that 17 change projects were delivering on two overarching aims. Being able to harness this groundswell of activity should support the shifting of the dial in this area.</p>	<p>Reduced silo working, greater meaningful collaborative change.</p> <p>Scope to drive systemic change.</p>
<p>The promise design school</p>	<p>In development since January 2023 and launched in March 2023, our 2-day sprint offers an interactive 2-</p>	<p>Projects across Scotland who have identified scope for service design and development in their organisation.</p>	<p>Enables participants to take practical new approaches in day to day work to enable change in their context</p>	<p>Distinct from our core design school offer, the 2-day sprint aims to provide a more universal access</p>	<p>Service design is embedded across change activity nationwide.</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
	<p>day experience online, with attached 'self-serve' support via an online Learning Calendar with bookable mentoring sessions and 'masterclasses' for projects to access light touch support as they lead co-design in their context.</p>			<p>across the country. After 6 months of rapid testing with 36 change projects across Scotland, content development and development of an associate model around the work, this allows us to move towards developing and deploying the wider design resource more strategically (namely within Promise in Places workstream) while ensuring a consistent opportunity to disseminate learning from more 'deep dive' work. Q1 - 24 change projects attended. Q2 - 12 projects attended.</p>	

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
The Pinky Promise Design School	To demonstrate a rights-based approach to co-design with younger children (5-14) across our programmes, driving local change in partnership with Childrens' Parliament with a focus on surfacing learning of national consequence disseminated across programmes and platforms.	Working with children and the workforce that support them in the places that they live, learn and play within Promise in Places host areas.	While the activity itself has not yet started, we have now developed a blueprint for the Promise in Places that includes a Pinky Promise pathway. We are working with the Childrens Parliament to cost this model and a proposal will be presented to the curious collaborative in Dec 2023.		
Local government support A range of relationship based support is provided to local authority partners. This is done via named local lead.	Promise Delivery Partners (PDPs) are linked with local authority areas across Scotland and have been delivering training, facilitating learning sessions, and supporting and challenging local authorities to implement the vision	The Support Team has recently undertaken a review of the offer of support based on their experiences and learning over the past 18 months. To this end, a survey was sent to all local authorities and some wider partners regarding the current support offer, how it has impact and what else local areas would be looking for	The current support offer has now been revised based on feedback, learning and understanding from PDP's on the needs of individual local authority areas. The new support offer, which is currently being finalised and launched by December 2023, includes:	The new support offer will ensure the following: Tailored Assistance: Local authorities and wider partners will receive support aligned with their unique challenges, enhancing effectiveness and efficiency.	The new support offer will be informally and formally evaluated over the course of the next 12 months. The launch of the new offer will happen by end of 2023 and we will continue to adapt and refine the support offer based on feedback and learning

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
	and recommendations of the promise.	in terms of support. Feedback has been, in the main, positive about the offer of support but there are areas where we feel we can improve. Some local areas have reported strong links with their PDP, support with 'joining the dots', facilitating themed events with other areas and connecting people and learning.	<ul style="list-style-type: none"> • A tiered and targeted support offer based on need in local areas. • The tiered offer comprises a universal, targeted and specialist support offer which will be offered via the support page on the website. • Resources will be available for all partners, within and outwith local authority areas, to access and will include links to research, and usable resources. The more targeted support offer will be linked to specific and bespoke pieces of work in each area. An example of this would include bespoke Promise Design School sessions and nuanced PDP and Heads inputs on thematic areas. • The new support offer will also be extended to 	<p>Engagement and Collaboration: Deeper regional engagement will foster stronger collaboration between local authorities, partners, PDPs, the wider Support Team and The Promise Scotland.</p> <p>Best Practice Dissemination: Regional collaboratives will facilitate the sharing of successful strategies and best practice/learning amongst local authorities and wider partners.</p> <p>Enhanced Efficiency: Tiered support and regional collaboration lead to streamlined operations, optimised</p>	<p>from local authorities and wider partners.</p> <p>A formal evaluation will take place in September 2024 with a report produced and shared with partners. 2023 report is attached here. 2023 10 Analysis Report on the Support Offer Questionnaire.pdf</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
			<p>wider partners and not just to local authorities.</p> <ul style="list-style-type: none"> The new offer will also support regions across Scotland with the view to bringing LA's together on a regional learning and sharing basis. 	<p>resource allocation, more consistency, strengthened relationships & a wider support network.</p> <p>Improved Service Quality: Targeted support ensures that local authorities and partners can better meet the unique needs of their communities, resulting in improved service quality and outcomes for children and families.</p> <p>Innovation and Creativity: Re-allocating PDP's to work on specialised projects cultivates innovation, leading to novel approaches and solutions.</p>	

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>Partner organisations across Scotland have built momentum and achieved change</p> <p>Strategic Work Programme ‘national projects and groups’</p>					
<p>Hearing system working group</p> <p>The promise Scotland facilitated and led the Hearings System Working Group that published its final report, Hearings For Children in May.</p> <p>Scottish Government will respond by end of 2023.</p>	<p>We convened the Hearing System key organisations in a collective and collaborative process that led to full agreement on the proposed direction of travel.</p> <p>SCRA and CHS were members of the working group with whole system engagement throughout the process.</p> <p>Scottish Government were observers on the group and will respond by end of 2023.</p>	<p>Our role was intensive with ongoing engagement throughout the process.</p> <p>The collaborative redesign project which sat at the centre of the work engaged every organisation and profession that works in the children’s hearings system.</p> <p>There were sessions with families with experience of the system (foster, kinship, adoptive and birth families)</p> <p>Strong partnership was formed with Our Hearings Our Voice who contributed to the podcast and were highly engaged in the work throughout.</p>	<p>They gained insight into the positions of other system actors.</p> <p>They reached a collective position.</p> <p>At times, the process also exposed and risked exacerbating issues between organisations.</p> <p>Young people from Our Hearings Our Voice reported feeling engaged and listened to with a strong mandate for future advocacy.</p>	<p>Through the process, organisations were also developing and delivering change programmes alongside the HSWG.</p> <p>The final report represented a collective agreement on significant change required that had not been in place with a high degree of specificity.</p>	<p>The collective and bold nature of the work means that it has power and impact for the future. However, Scottish Government have not yet agreed to implement the conclusions in full.</p> <p>Ongoing involvement in implementation is taking place, including through the Children's Hearings Improvement Partnership, work relating to the Promise Bill and involvement in the Children (Care and Justice) (Scotland) Bill implementation and implementation group. The Public Affairs team continue to engage with the</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
					<p>Scottish Government, providing additional detail on the recommendations and the rationale behind them and meeting with stakeholders, including MSPs to share the findings and attend meetings. There have been several presentations, including most recently to the Social Work Cross Party Group.</p>
<p>Advocacy project</p> <p>As part of the Scottish Government programme of asks, The Promise Scotland is to develop a national advocacy model for care experienced</p>	<p>A roundtable with most of Scotland's advocacy providers was held in Q1 2023.</p> <p>Attendance at a National Advocacy conference was a useful intelligence gathering activity.</p> <p>The Promise Scotland is finalising an initial draft model that will</p>	<p>Engagement with advocacy providers and those who use advocacy services has not been primary activity. Work has focused on developing a draft model.</p> <p>Clear that there is significant work happening within Government on development of human rights based advocacy.</p>	<p>Currently stakeholders likely feel distant from the process, TPS has explained rationale, but further engagement required.</p>	<p>At present they are waiting for a model to be reviewed.</p>	<p>Dependent on Scottish Government acceptance of the expansion of advocacy services for care experienced children and families.</p> <p>It is anticipated, however, that Scottish Government will have information and options to help guide their decision making</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>children and families.</p> <p>Resourcing has meant less focus on this work, and concern about taking a model too far to costing stage without Scottish Government approval of direction of travel.</p> <p>Intention is to provide an outline model by end of summer for discussion and sense checking, before further work is determined.</p>	<p>be shared with Scottish Government to test direction of travel.</p>				<p>on how to uphold the rights of care experienced people relating to accessing advocacy, in line with the conclusions of the Independent Care Review</p>
<p>The Promise Collective</p> <p>Along with Scottish</p>	<p>The Promise Collective is co-chaired by Scottish Government, COSLA and The Promise Scotland, and</p>	<p>Group meetings are challenging and group members report feeling challenged by the task and conversations.</p>	<p>The purpose of the group is to bring together organisations focused on activity that should be aligned but is not.</p>	<p>By aligning the activities, opportunities to share learning and resources will arise, making efforts</p>	<p>Organisations progressing children and families' improvement activity across Scotland should be aligned the</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
Government and COSLA, we are challenging the complexity of the improvement landscape and convening a group of cross sector improvement focused organisations with a view to aligning and rationalising improvement activity underway.	currently attended by the Improvement Service, CELCIS, Who Cares? Scotland. Conversations are underway on widening the membership to include health, justice etc.	The conversation around funding, as the primary driver of improvement activity, remains the most contentious, with Scottish Government, as the funder, reluctant to review this (as is committed to in their Keeping the Promise implementation plan) and organisations in receipt of funding anxious about eventual impact.		towards keeping the promise more likely to achieve the intended outcomes. This is particularly a comment on the challenges presented by the often mentioned 'implementation gaps' which gives rise to resource intensive activity that is not likely to make significant contribution to change.	demands made by the promise and to each other.
Information sharing project We are convening a group of stakeholders already actively involved in developing information sharing solutions	Desktop research underway (due to be complete in mid-July) is identifying existing work and stakeholders focused on improving children's care records as well as on improving information sharing between organisations.	Reasons for developing this project were an increasing interest and demand for a 'solution' to information sharing challenges, a lack of awareness of existing relevant work and a reported concern that although the field appears in progress, there is no clear, shared, or timely route to improvement.	The work is in nascent stages but early findings suggest there are multiple information sharing toolkits for practitioners, and a lot of work to improve record keeping for children, but less focus on how to improve the culture of information sharing that has so often been the focus of critique in learning	A first draft of the report has been prepared and is being reviewed internally.	The work is not yet fully underway.

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>to provide a better understanding of the issues involved, improved alignment of activity underway, identifying gaps for further improvement activity and sharing learning to improve children's experiences of their ownership and sharing of information.</p>		<p>Engagement with organisations and individuals to date, following the decision to explore The Promise Scotland's role, supports this, with most reporting they feel disconnected. This is therefore a key indicator of improvement for The Promise Scotland to use as a measurement of its role and progress.</p>	<p>reviews when things have gone badly wrong. It is likely that this is where most learning can be gained.</p>		
<p>The Oversight Board and the Independent Strategic Advisor have been supported to fulfil their roles</p> <p>Strategic Work Programme 'strategic support and governance'</p>					

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
<p>Independent strategic advisor</p> <p>We provide policy, communication and engagement support.</p>	<p>Policy and communications support is provided by the Public Affairs team.</p> <p>Claire Stuart, Head of Insights, is supporting the work to develop Scotland's plan to 2030</p>	<p>The level of resource available to support the Independent Strategic Advisor needs to be bolstered in support of Plan 24-30. Discussions are underway to achieve this.</p>	<p>Knowledge, information, other perspectives, challenge.</p>	<p>More reflective contributions, better use of time</p>	<p>More equipped to fulfil the role of the Independent Strategic Advisor.</p>
<p>The Oversight Board</p> <p>We provide secretariat, information source and communications and engagement services for The Oversight Board.</p>	<p>This service is provided by The Promise Scotland to The Oversight Board. Primary personnel are Morag Burnett, Head of Governance and Operations.</p> <p>Fi McFarlane, Head of Public Affairs managed The Oversight Board Report TWO launch.</p> <p>Insights team led whole organisation development of Plan 21-24 midpoint review</p>	<p>The Promise Scotland will seek feedback from The Oversight Board as to the service provided.</p> <p>The level of information and evidence required by The Oversight Board to form the basis of their reporting will be clarified.</p>	<p>They should feel sufficiently supported in their role. Plans are underway to support the development of a more focused thematic reporting approach for 2024.</p> <p>A joint meeting with The Promise Scotland Directors will take place in August 2023.</p>	<p>This is not a change project, however they hope that they have an impact on other organisations and should provide an incentive for more action.</p> <p>Learning from the reaction to the first two Reports should inform the way The Oversight Board works in future years.</p> <p>Feedback from Scottish Government and COSLA on the</p>	<p>The aim is that public reporting and accountability drives change and action.</p> <p>As yet unclear that it is having the desired impact.</p> <p>A more thematic approach may result in more targeted reporting and action.</p> <p>Longer-term, the aim is that accountability for keeping the promise is embedded within the 'system',</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
	that formed the basis of Report TWO and ongoing communications with The Oversight Board on evidential issues.			impact of Report TWO is currently anecdotal and mixed. It will be collated for The Oversight Board meeting in August.	rather than prompted by The Oversight Board.
<p>Governance redesign</p> <p>Linked to other work including money, data, design and promise in places</p> <p>Drawing and building on the wide range of work associated with good governance in public services in the UK and beyond (for example OECD evidence), build a proposal for what an effective governance model looks like for public services</p>	<p>Collaborating with the Scottish Government to scope a new holistic framework for governance and accountability – report to Ministers due by June 2024.</p> <p>The initial draft of the governance principles is nearing completion.</p> <p>Engaged with a number of external stakeholders including Carnegie, SCVO, Audit Scotland, The Centre for Public Impact, and the wider community involved in developing a Human Learning</p>	<p>Feedback from stakeholders to date has been positive, recognising the work as a useful contribution to the debate around effective governance of public services in Scotland, and not just in relation to the promise.</p>	<p>Having undertaken the development of the governance principles, the next stage is to socialise' the report with SG and wider sectors</p>	<p>Too early to say</p>	<p>Too early to say</p>

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make
in Scotland to keep the promise.	Systems approach to public service				

Income and Expenditure

The Promise Scotland Limited

For the 6 months ended 30 September 2023

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Governance
Income								
Grant Income	1,428,339	2,876,448	(1,448,109)	-50%	0	0	0	1,428,339
Total Income	1,428,339	2,876,448	(1,448,109)	-50%	0	0	0	1,428,339
Salary costs - core including on-costs								
Salary costs - core including on-costs	(785,077)	(1,837,508)	1,052,431	57%	(213,582)	(131,097)	(278,030)	(162,368)
Total Salary costs - core including on-costs	(785,077)	(1,837,508)	1,052,431	57%	(213,582)	(131,097)	(278,030)	(162,368)

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Gov
Core delivery costs - including VAT								
Oversight Board	(40,770)	(145,900)	105,130	72%	0	0	0	(40,770)
Office costs	(180,995)	(222,233)	41,238	19%	(76)	(44)	(137)	(180,739)
Staff training, travel and subsistence	(23,001)	(40,000)	16,999	42%	(2,009)	(590)	(5,460)	(14,943)
IT & telephone	(14,759)	(50,090)	35,331	71%	0	0	0	(14,759)
Resources and publications	0	(11,862)	11,862	100%	0	0	0	0
Professional fees	(33,437)	(36,569)	3,132	9%	0	0	0	(33,437)
Public Affairs, Comms and Policy support	(3,000)	(7,500)	4,500	60%	0	(3,000)	0	0
The Promise Scotland Board	(2,179)	(23,380)	21,201	91%	0	0	0	(2,179)
Events & Conferences	(336)	(4,553)	4,217	93%	0	(336)	0	0
Subscriptions & Tools	(25,248)	(13,970)	(11,278)	-81%	(49)	(16,640)	(990)	(7,569)
Tractivity Licences	(26,433)	(24,550)	(1,883)	-8%	0	0	0	(26,433)
Recruitment	(21,482)	(6,000)	(15,482)	-258%	0	(180)	(539)	(20,763)
Fit Out	(47,001)	(44,833)	(2,168)	-5%	0	0	0	(47,001)
FOISA Advice & Support	(35)	0	(35)	0%	0	0	0	(35)
Total Core delivery costs - including VAT	(418,677)	(631,440)	212,763	34%	(2,133)	(20,790)	(7,125)	(388,629)

Account	Total spent YTD	FY23-24 full year budget	Budget remaining	% of budget remaining	Insights	Public Affairs	Support	Operations & Gov
Project costs - including VAT								
Research and technical consultancy	(252)	(5,000)	4,748	95%	(252)	0	0	0
Data Map Tech Development and Roll Out	(51,275)	(50,000)	(1,275)	-3%	(51,053)	0	0	(222)
Using Money Differently Strategy and Leadership	0	(5,000)	5,000	100%	0	0	0	0
Whole Family Wellbeing Fund	0	(5,000)	5,000	100%	0	0	0	0
Website maintenance	(716)	(12,000)	11,284	94%	0	0	0	(716)
The Promise Conference & Project-related Meetings/Conferences	(1,293)	(10,000)	8,707	87%	0	0	(580)	(713)
Promise Design School	(46,753)	(82,500)	35,747	43%	0	0	(46,753)	0
Locality and Promise Partnership Support	(1,309)	(10,000)	8,691	87%	0	0	(1,309)	0
Communities of Interest	(485)	(3,000)	2,515	84%	0	0	(485)	0
Change Programme Tech Development	0	(40,000)	40,000	100%	0	0	0	0
Hearings System Working Group.	(39,234)	(8,000)	(31,234)	-390%	0	(39,284)	0	50
Strategy and Change project	0	(37,000)	37,000	100%	0	0	0	0
Advocacy Project	0	(25,000)	25,000	100%	0	0	0	0
Core Definition Project	0	(15,000)	15,000	100%	0	0	0	0
Governance and Accountability Project	0	(30,000)	30,000	100%	0	0	0	0
Information Sharing Blueprint Project	0	(40,000)	40,000	100%	0	0	0	0
NCS Evidence Base Commission	0	(30,000)	30,000	100%	0	0	0	0
Total Project costs - including VAT	(141,318)	(407,500)	266,182	65%	(51,305)	(39,284)	(49,128)	(1,601)
Total Expenditure	(1,345,072)	(2,876,448)	1,531,376	53%	(267,020)	(191,172)	(334,283)	(552,598)
Operating Surplus/(Deficit)	83,267	0	83,267	0%	(267,020)	(191,172)	(334,283)	875,741

A list of all monitoring meetings that have taken place between the Scottish Government and the Promise Scotland. Can you also provide a copy of all agendas and the notes/minutes/action points from each meeting?

**Quarter One 2022 Finance Monitoring Meeting
Scottish Government & The Promise Scotland
16 August 2022 (13:30 – 14:30)**

Present:

Fraser McKinlay – The Promise Scotland

Morag Burnett – The Promise Scotland

Gordon Paterson – Scottish Government

Organisational Update

There was a general discussion regarding the present status of recruitment and organisation of the Promise Scotland Board. This included:

- The Promise Scotland are now located in their new offices on Charlotte Street in Edinburgh. This provides a great open plan space that is easily accessible and has capacity for partnership engagement activity. Work is proposed to build a private meeting room space within the open plan office.
- Following a successful recruitment process Morag Burnett has now been appointed as Head of Governance & Operations within The Promise Scotland. This is a new role that will lead the corporate functions, finance and governance of the organisation. This role is part of the Senior Management Team and sits alongside the 3 existing Head of Team posts (Insights, Support, Public Affairs).
- The eight Promise Delivery Partners are now in post and are beginning work across Scotland to engage with local partners, including local authorities and Children Services Planning Partnerships to build connection to, and understanding of, work underway to deliver The Promise.
- The present headcount within the organisation is 30 people (not fte – some are part-time). The Senior Leadership Team are presently undertaking a detailed planning process to determine future staffing requirements. Further recruitment is anticipated in the coming months with expectation that roles will be filled by the end of the year – this includes roles to support activities that have been identified in the Scottish Government Promise Implementation Plan.
- Recruitment will recognise that some roles are timebound and that priority areas of work may shift as progress to Keep The Promise is realised. In light of the project focus of some the workstreams alternative routes to recruitment beyond full time permanent contracts are to be explored including secondment and loan opportunities. The option for future joint working with partners and opportunity to share work and resources as relationships develop was also discussed.
- It is recognised that resourcing needs may fluctuate over the coming years as new projects and workstreams are identified. Whilst it is realistic to consider the opportunities to expand and to progress different and new areas of work there is a conscientious approach to limiting growth of the organisation to reflect the main role of coordination and support as opposed to delivery; and also maintain awareness to national public funding pressures.
- Recruitment process for a Chief Executive has concluded and an announcement is anticipated shortly. In addition six new appointments have been made to The Promise Scotland Board. A new Public Affairs Lead has also been appointed and this role will proactively support communication and promotion of the organisation and engagement opportunities.

- The opportunity to build stronger partnership links with other organisations who are working to support outcomes for care experienced children, young people, adults and families was discussed including the role of The Promise Collective to support this.
- Scottish Government are putting in place programme planning process around the actions and commitments set out within the Promise Implementation Plan. This includes a communications and engagement plan. Going forward there is opportunity to better align planning and engagement activity where it is appropriate to do so to promote activity and key messages.

Finance Update

- As agreed at the start of the financial year, no further drawdown on funding has been made in year to date on the basis of the existing financial position of the organisation. It is anticipated that the first drawdown will be required in October 2022.
- At this stage in the year it is projected that there may be an underspend in the annual budget for 2022/23. However, this cannot be confirmed until more detailed profiling is undertaken in the coming weeks to determine the level of resource required to take forward the activities identified in the SG Promise Implementation Plan and to provide space for the incoming Chief Executive to consider and set direction. It was agreed that early identification and notification of any underspend would be very helpful to allow for future planning and further confirmation of projected spend in 2022/23 will be provided at the second quarterly finance meeting in October.
- As part of this, work is presently underway to set out a clearer understanding of the ongoing organisational costs comparative to one off set up costs and timebound project costs. This will provide a more confirmed understanding of the steady state for the organisation.
- The final draft grant offer has now been shared for signature. This will be shared with The Promise Scotland Board prior to agreement. It was noted that costs for the Chair's role have been removed from the grant offer in light of the agreement in place for payment directly by Scottish Government to Corra Foundation and that the existing secondment arrangement is due to end shortly.

Next Steps

- The Promise Scotland is preparing a written quarterly update report and this will be shared within the next week. It was agreed that the format of this report should be able to meet reporting requirements for the Promise Scotland Board and Scottish Government, It is proposed to include a short narrative on progress by each of the teams and on key workstreams and a finance variance report for the quarter. Once received Scottish Government will consider and confirm if the format covers all to be expected for monitoring purposes.
- A forward programme of dates for quarterly finance reporting discussions has been identified. It was agreed that dates will be reviewed to best fit Board discussion timescales and reporting points. The next meeting will be end October 2022.

Quarter One 2023/24 Finance Monitoring Meeting

Scottish Government & The Promise Scotland

4 May 2023 (11:30 – 12:30)

The Promise Scotland Offices, Charlotte House, Edinburgh

Present:

Fraser McKinlay – The Promise Scotland

Morag Burnett – The Promise Scotland

Gordon Paterson – Scottish Government

Organisational Update

- The Promise Scotland confirmed that they are presently recruiting a finance officer to replace the recently vacated role. Beyond this they are now staffed to the projected level.
- Head of Policy (Alison Sutherland) has taken up her role on secondment from North Ayrshire Council. This is presently on the basis of 2 days per week up until August and thereafter full time until August 2025.
- The Promise Scotland Board are next due to meet on Thursday 11 May and the Permanent Secretary is due to attend.
- The first Audit and Risk Committee was held last week and included detailed discussion to develop and agree the organisation risk register.
- Work has now completed at The Promise Scotland offices and dedicated meeting space has successfully been created.
- The Promise Oversight Board are due to publish their annual report in June 2023 and the Promise Scotland are presently providing secretariat support to the development of the report.
- Organisation resource is also presently heavily focused on the completion and publication of the Children's Hearing System redesign work that is due to publish at the end of May.

Review of 2022/23 outcomes and end year reporting

- The Promise Scotland spent £2.1m in financial year 2022/23. Against the agreed grant of £2.3m. The end of year balance in account is £150,000.
- An end year report is presently being drafted and will be agreed with the Promise Board at their meeting on 11 May.
- It is proposed that elements of the report will be published as an annual review of organisational activity over 2022/23.
- An outstanding matter in relation to a previous creditor balance was resolved prior to the end of the financial year with monies paid back to Scottish Government (£63,755.48)

Financial profile for the year and reporting cycle

- The budget for 2023/24 has been agreed at £2,876,448 and confirmed in writing from the Director of Children and Families on 20 April. The increase in annual funding represents the present shape and size of the organisation and the majority allocation to staffing costs. It is without prejudice to funding decisions for future years, although it is recognised that the majority of the expenditure relates to staffing costs
- The grant agreement for 2023/24 is being drafted and is to include clear outcomes to be agreed and understood by SG and The Promise Scotland. These will provide a clear focus for monitoring spend and activity and for demonstrating progress.
- The first quarter invoice for 2023/24 has been received and paid (£ 742,310)

- It was agreed that for the year ahead it would be helpful to establish quarterly dates for issue of invoice and to schedule the timing of the quarterly finance discussions in line with these. This will ensure that the schedule of payments will ensure the projected outgoings and staff costs are met in due time.

Grant funding for 2023/24 and key outcome setting

- It was agreed that the grant offer for 2023/24 should include clear agreed outcomes for the coming year. To support this the Promise Scotland are drafting an annual strategy that is due to go to the Board on 11 May. The strategy includes clear priorities for action including the activities set out within the SG Promise Implementation Plan.
- The strategy will be shared with SG as part of the Board papers and further to this agreement will be reached on the detail to be included in the grant agreement.
- It is intended that the strategy will be published as a forward look for the year to accompany the annual review report also to be published.
- There was a general discussion regard governance arrangements; the reporting of the Oversight Board and the opportunity for joint working including a partnership event later in the year.

GP

4 May 2023

**Quarter Three 2023 Finance Monitoring Meeting
Scottish Government & The Promise Scotland
31 January 2023 (15:00 – 16:00)**

Present:

Fraser McKinlay – The Promise Scotland
Morag Burnett – The Promise Scotland
Gordon Paterson – Scottish Government
Gavin Henderson – The Scottish Government
Apologies: Zico Iqbal – The Promise Scotland

Organisational Update

- The Promise Scotland confirmed that they are now fully resourced. Appointment is nearing completion for the Head of Policy role following a successful process of recruitment.
- The Oversight Board are next due to meet on Friday 10 February and the process of agreeing a new Chair is underway.
- The Finance Committee is due to meet to review the draft budget and sign off on proposed request to SG for future funding.
- Fiona Duncan intends to write to the First Minister in recognition of the 3rd year anniversary of The Promise. In addition, Ms Duncan has written to Highland Council, in her role as Independent National Strategic Advisor for the Promise, to raise concerns over the findings and subsequent handling of the recent review by the Care Inspectorate.

Finance Update – 2022/23

- The Promise Scotland is on course to spend just over £2m in this financial year. A further invoice for draw down grant funding is due to be issued to Scottish Government shortly. A further request may be required before the end of the financial year. Overall spending for the financial year is within the amount agreed in the annual grant offer.

Future funding and priorities 2023/24 and forward look

- Now that the organisation is fully staffed and moving toward steady state it is becoming clear that the indicative annual grant levels agreed at the set up stage may not be enough to allow the Promise Scotland to progress all of the work that it is well placed to deliver.
- Further to agreement by the Board, it is expected that a request will be made to raise the annual grant from circa £2.3m to circa £2.8m per annum in 2024/24. Future projections also suggest that this request may rise further to an annual grant requirement of £3m in 2024/25.
- Scottish Government confirmed that they recognise the progress made and welcome the sight of future financial planning projections. Once a formal request is received any agreement to increase the level of funding will be subject to agreement with Ministers.

Policy update

- There was a general conversation regard the progress on key workstreams including developing a national model for lifelong advocacy. A roundtable event with key stakeholders is due to take place later this week.

**Quarter Two 2022 Finance Monitoring Meeting
Scottish Government & The Promise Scotland
3 November 2022 (15:00 – 16:00)**

Present:

Morag Burnett – The Promise Scotland
Zico Iqbal – The Promise Scotland
Fiona McFarlane – The Promise Scotland
Gordon Paterson – Scottish Government

Organisational Update

- Since the last meeting on 16 August, Fraser McKinlay has been appointed as Chief Executive of The Promise Scotland; Fiona Duncan has been confirmed by way of Ministerial appointment as Chair of the Promise Scotland Board and National Strategic Advisor for The Promise; and 5 new Board members have been successfully appointed.
- The staffing compliment is now 24 staff with 2 identified vacancies. It is anticipated that this is the optimum size of the organisation for the present work load and ambition. Although, it may be that additional resource will be required to 'buy in' on a project basis at particular points in the future.
- Improvements to the office space have been agreed by the Board (creation of a meeting room and other internal improvements to meet business need) and this work is projected to take place before the end of the financial year.
- It was recognised that a lot of the activity underway falls unevenly across the year. In practice this means that pressure points in workload do not necessarily match financial profiling. This is monitored and controlled and reflected in quarterly variance reporting. As part of this, work is underway to analyse true costs associated with projects (for example, including staffing costs) to help planning and budgeting for future work load demands.
- Reporting arrangements for The Promise Scotland Board and to support quarterly finance discussions are close to finalisation following agreement with Board members and Scottish Government. This will be one report to cover both purposes and will be outcomes focused. The next report will be shared before the end of November. Work is commencing with an external partner to map The Promise Scotland's contribution to outcomes and impact, and to create a 'heat map' as a reporting tool.

Finance Update

- The grant offer for the financial year 2022/23 was agreed and signed in August. This is an annual grant of £2,393,374.
- As agreed at the start of the financial year, no drawdown on funding has been made this financial year until the balance on account has been cleared. This has now been realised.
- The first drawdown request for the period November 2022 – January 2023 has been issued and payment has now been transferred from Scottish Government to the Promise Scotland (£740,048)

- There are a number of costs identified for invoicing in Quarter 3 and Quarter 4. These include costs for key work on data mapping and Hearing Systems Working Group and the costs for structural improvements to the office space.
- It is anticipated that the annual costs incurred by the The Promise Scotland in 2022/23 will match the full £2,393,374 as per the grant agreement. The forecast is around £2.3 million
- However, given the carry over from 2021/22 contributes to the overall annual spend for this year, there is an anticipated level of Scottish Government funding identified for this financial year that will not require to be drawn down. This is estimated to be in the region of £1m. How this is managed will be discussed in a meeting before the end of the month (see Next Steps below).
- Looking ahead to 2022/23 and future years it was recognised that the recurring costs for the management and running of the organisation are likely to be more settled. This will support future budget projections.
- At this stage it is anticipated that the annual budget requirement for 2022/23 will require to remain at £2,393,374. However, a meeting is to be scheduled in due course to further consider future planning assumptions.

Next Steps

- The Promise Scotland is preparing the next written quarterly update report and this will be shared by the end of November after it has been scrutinised by the board of Directors.
- To support budget planning for the rest of this financial year an indication of expenditure anticipated in quarter 3 and quarter 4 will be prepared and shared with Scottish Government
- A meeting will be set up before the end of November to discuss future planning assumptions for 23/24 and where possible steady state projections for future years.

GP
3 November 2022