

Freedom of Information Request
Received 21 November 2023, 08:02

A copy of the presentation on the role of The Promise Oversight Board in the context of Plan
21-24

The Role of The Promise Oversight Board

The Promise Oversight Board (“The Oversight Board”) is unique. Board members applied for a very specific role associated with a distinctive organisation, to facilitate work never undertaken before. Recruitment for The Oversight Board took place whilst discussions were underway about the nature of The Promise Scotland as an entity.

It is therefore a good time, following publication of Plan 21-24 to take time to set the framework for the role of The Oversight Board.

Board members do not have a traditional governance role, rather it is about:

- External monitoring, not internal scrutiny.
- Reporting on Scotland’s progress, not on what The Promise Scotland team is doing.
- Scotland’s accountability to children and families, not The Promise Scotland’s accounts.

The Welcome Pack set out the role of The Oversight Board:

The Oversight Board is constituted to ensure that Scotland #KeepThePromise.

The change required spreads the length and breadth of Scotland and involves many organisations from many different sectors. Each of these organisations and others who have a role in the delivery of change will be working to a single, collectively owned multi-agency Plan.

The Plan will be accompanied by a monitoring and evaluation framework capable of monitoring progress based on what matters to children and families.

The Oversight Board will use The Plan to monitor the progress organisations make individually; and the progress Scotland makes collectively towards The Promise’s key priorities to make sure Scotland will #KeepThePromise.

The Oversight Board will report to the care community and publicly on the progress made and will use its networks, relationships and governance structure to provide support and guidance wherever necessary.

To help understanding about your key role as Board members, it is helpful to think about the “**5 Ss**” to help clarify who does what and why. The 5 Ss are: **support, stretch, scrutiny, stewardship and strategy.**

A traditional board has responsibility ranging across all five of them however The Oversight Board shares these with The Promise Scotland and the Chair (who is a Ministerial appointment and a Director of The Promise Scotland). This approach has will help maintain goodwill, commitment, energy and crucially clarifies accountability.

Roles and responsibilities are set out in the table below.

There will be a brief presentation in the meeting to explain more about the 5s, as well as why this way of working is different – and why it will work. There will be time at the end of the meeting to check back in and clarify anything that you are uncertain about. You need to be clear about the role of The Oversight Board and to be clear about your own role.

5 Ss of Governance and The Promise:

<i>Who does what?</i>	The Promise Oversight Board	The Oversight Board of The Promise Scotland Limited	The Chair (Fiona)
Support	Supports the work of change externally	Supports the team of The Promise Scotland	Both
Stretch	Stretches stakeholders across Scotland; challenges & improves The Plan(s)	Stretches & improves the team	Both
Scrutiny	Monitors the progress of organisations individually and Scotland collectively against the Plan(s); reports publicly	Examines propositions from the team; holds the team to account	Both
Stewardship	No role or responsibility	Guards the assets of the organisation	As Director of The Promise Scotland Limited
Strategy	No role or responsibility	Decides on strategy & the future direction of the organisation	As Director of The Promise Scotland Limited

A copy of the presentation to outline the links between The Promise Scotland's governance mapping and work to develop HECM

Governance and Accountability

Agenda Item 5

20 May 2021



mapping the governance – WHY this matters

An Expert Group chaired by Sir John Elvidge, with representation from COSLA and SOLACE plus others, was tasked by the Deputy First Minister with devising the optimum shape for The Promise Scotland to:

There is not a current structure or operating model in existence in Scotland, or any other jurisdiction, that can be matched to the nature and purpose of the job The Promise must do.



mapping the governance – WHY this matters

Relates to the role of The Promise Oversight Board...



Its primary role is to ensure that Scotland is making progress towards its responsibility to #KeepThePromise.



... and its planned obsolescence

What is the Oversight Board?

Chaired by Fiona Duncan, the Oversight Board will meet for the first time in January 2021. As with the Care Review's governance, at least 50% of its membership will have lived experience of care.

Its primary role is to ensure that Scotland is making progress towards its responsibility to #KeepThePromise. The change required spreads the length and breadth of Scotland and involves many organisations from many different sectors. Each of these organisations and others who have a role in the delivery of change will be working to a single, collectively owned multi-agency **Plan**, that will be put before The Oversight Board in early 2021.

The Plan will be accompanied by a monitoring and evaluation framework capable of monitoring progress based on what matters to children and families.

The Oversight Board will use **The Plan** and the associated framework to track:

- the progress organisations make individually; and
- the progress Scotland makes collectively

towards The Promise's key priorities (as established by **The Plan**) to make sure Scotland will #KeepThePromise.

The Oversight Board will report to the care community and to Parliament on the progress made and will use its networks, relationships and governance structure to provide support and guidance wherever necessary.

In doing so, it will recognise that there are both national and local bridges and barriers to change which are of critical importance to the lives of children and families. This means that accountability for change cannot sit solely at national level. The Oversight Board will develop local accountability structures to hold to account local areas responsible for change, so that there can be speedy remedy for local issues. If something is going wrong in a local area, it should be dealt with in the local area.

mapping the governance

mapping the governance – WHAT is it?

- ♥ **Scoping:** Almost 100 relevant bodies and groups identified = *current governance is fragmented (reflecting the 'system')*
- ♥ **Targeting:** 39 sit most closely in or around the 'care system' = *providing a focus for Plan 21-24*
- ♥ **Reviewing:** Publicly available governance information to understand the role of governance and scrutiny in change = *is it passive, observing and reporting / or active driving*

"Cannot fatten a cow by weighing it"

© Derek Feeley

mapping the governance – WHAT is it?

- ♥ **Identifying:** Patterns and connections, as well as overlaps, inconsistencies, and gaps = *providing a further argument for reform.*
- ♥ **Linking:** With governance mapping with policy mapping and human and economic cost modelling = *all system drivers*

mapping the governance – WHERE is this going?

♥ FACT:

The 'care system' is more than the sum of its parts

♥ FACT:

To be sustainable transformational change requires **both** organisational change **and** change in the 'care system' status quo.

♥ THEREFORE:

The Promise Scotland must be able to narrate the **gap** between the current reality and what a **fit-for-purpose governance system** looks like.

mapping the governance – WHERE is this going?

- ♥ Ensuring that the 'system' structures **value what children and families value** and are aligned to national outcomes
- ♥ Creating an alternative vision of streamlined and consistent governance that values **collaborative working** and **generative relationships**
- ♥ Within The Promise Scotland's lifespan **bolster the system's own accountability** so the requirement for The Oversight Board is obsolete - **and that there is never a need for another 'root and branch' review of the 'care system'**

Scrutiny coordination

Audit Scotland works with other scrutiny bodies to make sure the scrutiny of public sector bodies is better targeted and more proportionate in relation to identified risks. The main focus of our development work is on local government, on behalf of the Accounts Commission.

Scrutiny coordination in local government is led by the Strategic Scrutiny Group (SSG). The SSG comprises Scotland's main public sector scrutiny bodies and aims to deliver efficient and effective, well-coordinated scrutiny that supports improvement. It is convened and chaired by the Accounts Commission and is supported by the Operational Scrutiny Group (OSG). The purpose of the OSG is to develop and support the delivery of:

- ▶ a coordinated scrutiny plan
- ▶ opportunities for collaborative scrutiny.



mapping the governance – **WHAT** is in the way?






The Promise Scotland's question to the Strategic Scrutiny Group:

In this 'system', do (*can*) we (*ever*) know:

How many reviews achieve what they set out to?

mapping the governance – WHAT is in the way?

Scotland + Reviews = tangled, complex (and self-serving)

Commissioning is typically top down		no alignment
Lengthy and repetitive		part of the landscape
Frequent, multiple and concurrent		thwarts change, risks contradiction
Evidence backdrop is systems-based		implementation challenges
Focus on 'why not' rather than 'how'		well-rehearsed process and response

A magnifying glass with a black handle and a circular lens. The word "Risk" is written in a bold, white, sans-serif font inside the lens. The background is a dark, textured grey.

Risk

accountability - money

the money – WHY it matters

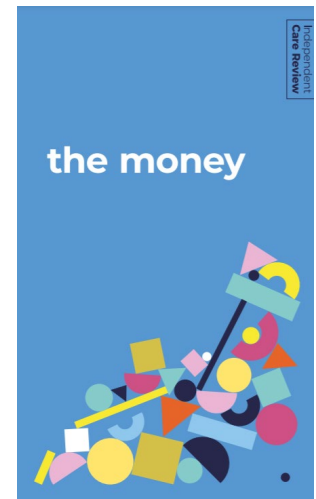
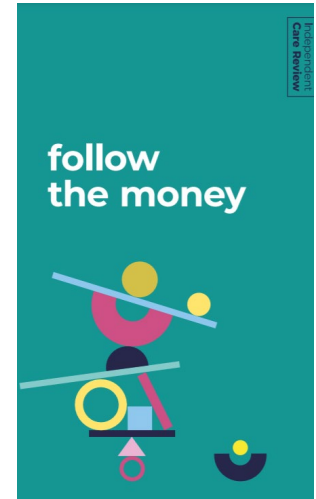
The Deputy First Minister:

“I am under no illusions about how tough some of the conversations that lie ahead will be, in particular when we come to discuss some of the key challenges such as how we reprofile existing expenditure that is currently in the system towards delivering more effective outcomes.”

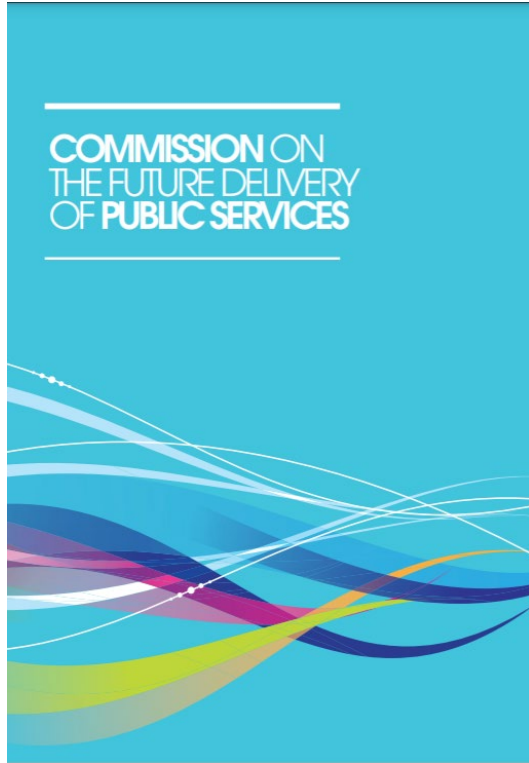
(16th July 2020)

“I found the economic analysis that was produced by the Care Review one of the most compelling pieces of analysis that I have read in a long time.”

(20th August 2020)



the money – WHERE it fits



Published: 29 Jun 2011

If we are to have effective and sustainable public services capable of meeting the challenges ahead, the reform process must begin now.

The principles informing this process are clear:

- Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use.
- Public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve.
- We must prioritise expenditure on public services which prevent negative outcomes from arising.
- And our whole system of public services – public, third and private sectors – must become more efficient by reducing duplication and sharing services wherever possible.

the money – HOW to show it matters


- ♥ Collaborative implementation: multi-agency, cross-sector approach
- ♥ Gathering data: to answer questions like 'how much is invested in services and supports (how much does the system cost / spend)?'
- ♥ Service (re)design: what needs to change?
- ♥ Pooling resources: what needs to happen to make partners share their resources aligned to the needs of the people the services exist to serve?
- ♥ What does good governance look like: to ensure accountability and transparency?

the money – **WHERE** it must end

To properly meet the needs of its children and families, Scotland must:

 invest strategically in children and families

BY and **AND**

 use public money differently to deliver better results for children and young people, families and communities (in a way that understands and meets their needs not the systems)

the money – **WHERE** it must end

- ♥ By figuring out how the money is utilised at the moment and how it must be in the future, Scotland will understand what and where to invest that will take it from where it is **now** to where it wants to **be**
- ♥ A whole Scotland
 - ♥ route map for **Following the Money** will help shift the investment to align with children and families need
 - ♥ engagement strategy will mean everyone is bought in



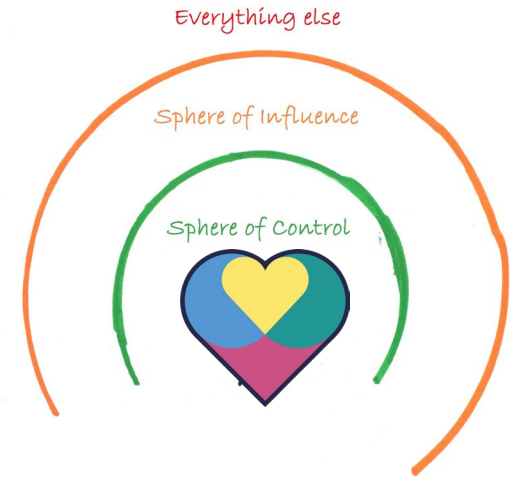
mapping the governance AND following the money

governance & money – part of the same picture



governance & money – part of the same picture

- ♥ Mapping the Governance will clearly narrate the current governance position and its flaws
- ♥ Following the Money will produce a draft of a new governance and accountability framework
- ♥ The Promise Scotland then needs to work out how to get from the current governance position to the ideal framework



governance & money – part of the same picture

Whilst the purpose of **Mapping the Governance** is clear,
and the purpose of **Following the Money** is clear,
exactly how they might fit together is not.

Nor is it clear yet how this will all fit with
the role and responsibility of **The Promise Oversight Board.**

questions and discussion

governance & money – some questions...

- ♥ What are your views and thoughts on how this work fits together?
- ♥ How do you think it could be best levered for change?
- ♥ What have we missed?