

Reviewing The Promise Scotland's work

August 2023 to March 2025



This review looks at The Promise Scotland's work from August 2023 to March 2025 and outlines our activity and learning. It is based on the Strategic Work Programme. Work has progressed in our programmes, including helping Scotland to tell the story of change, national and regional projects, influencing policy and four focus areas.

The organisation continues to support The Oversight Board and the Independent Strategic Advisor. During this period, much of that support has been in supporting the Independent Strategic Advisor in developing Plan 24-30 and supporting The Oversight Board to publish their third national report in February 2025.

“You **will grow up
loved, safe and
respected.”**

National Performance Framework, and Scotland's
promise to all children and young people.



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Thank you

from **Chief Executive**

Thank you for your interest in The Promise Scotland and for taking the time to read this review of our work.

In its latest report, published in February 2025, The Oversight Board was clear that Scotland is on course to keep the promise by 2030, but the journey is behind schedule. The Promise Scotland is committed to ensuring that the pace of progress is quickened and the impact of change is felt in peoples' lives.

So many of those working in and around the so-called 'care system' are doing brilliant work, day in and day out, to deliver the change demanded by the promise in a difficult and complex environment. They desperately want to make a positive difference.

It is right to highlight the positive changes taking place across the country, as this sustains hope and gives encouragement that more change is possible. The Promise Scotland plays a vital role in ensuring momentum is maintained and that the promise remains high on the political and policy agenda.

It is also important to acknowledge that for many, positive change is not their reality. Too often, people with experience of the 'care system' aren't feeling progress fast enough or consistently enough in their lives. Their stories are ones of barriers, stigma, and challenge.

I am grateful to everyone who has shared their experiences, views and opinions with us. Whether that has been about Plan 24-30; the publication of the Promise Progress Framework; the need to do more to bring an anti-racist lens to the work; the continuing need to amplify voice in everything we do; or the need to better understand progress in localities.

The Promise Scotland is committed to being an organisation that is open to honest and constructive feedback, and which acts on that feedback.

I am proud of the work the team has delivered over the past 18 months, and I thank them, and all our partners, for their continued commitment and compassion.

Since the organisation was formally established in 2021, a great deal has been achieved, some things have not gone as planned and we have learned a lot. Looking ahead, [our Strategic Work Programme](#) sets out the priorities for the next 18 months.

The Promise Scotland exists to ensure the change demanded by the Independent Care Review is progressed and that the promise is delivered by 2030. In this way, we will continue to play our part in ensuring that all of Scotland's children grow up loved, safe and respected.

Fraser McKinlay

Chief Executive of
The Promise Scotland



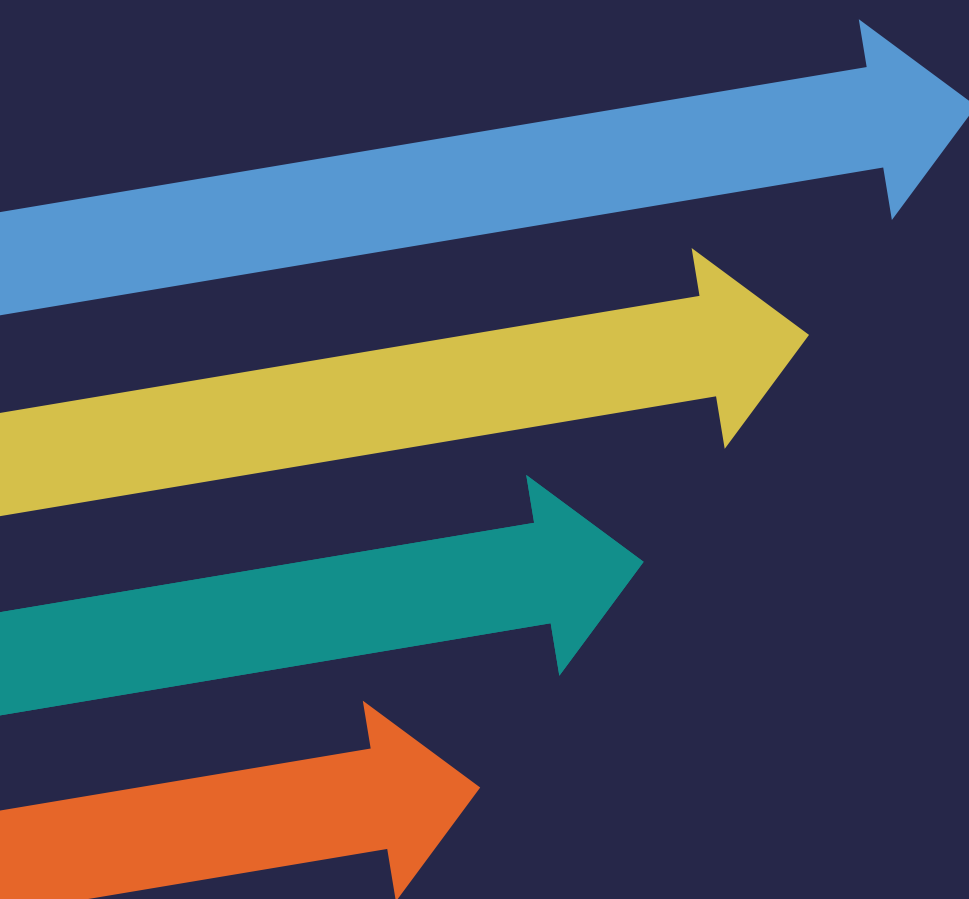
Vision, Mission, Purpose and Values

The Promise Scotland is a non-statutory company, wholly owned by Scottish Ministers and fully funded by the Scottish Government. It exists to **support** and **monitor** efforts being made across Scotland to keep the promise made to children, families and the care experienced community in the Independent Care Review.

Scotland's **vision** is that 'the promise' made to its children and families is kept by 2030— that is, that the conclusions of Scotland's Independent Care Review will be implemented in full.

The Promise Scotland's **mission** is to support the transformation of how Scotland cares for its children and families, ensuring that Scotland's children 'grow up loved, safe and respected so that they realise their full potential'.

The Promise Scotland's **purpose** is to support the change demanded by the Independent Care Review, with a commitment to its own obsolescence by 2030. Because of this, at all times it will avoid building itself into "the system."



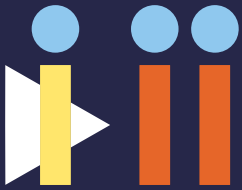
Values

The Promise Scotland embeds the following values in its work internally and externally:

- **Voice** is at the heart of everything The Promise Scotland does. Stories, views and experiences – of care experienced children and adults, and those working alongside them – will be honoured and engaged as part of The Promise Scotland's work.
 - **Independence** – The Promise Scotland is an independent organisation with a single agenda: to keep the promise by 2030.
 - **Integrity** – The Promise Scotland is straightforward, honest and transparent— both internally and externally.
 - **Curiosity** – The Promise Scotland is genuinely curious, looking to understand what is working well and what is not, to overcome barriers to change and to work with others to build solutions.
 - **Empathy** – The Promise Scotland is empathetic to the people it works alongside.
 - **Relationships** – The Promise Scotland recognises that, ultimately, building strong, positive and respectful relationships is what matters to children, young people, families and the workforce. This will guide and inform the work of The Promise Scotland.
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Role

The Promise Scotland does not deliver services directly, nor does it have any regulatory or statutory powers. Its role is to:



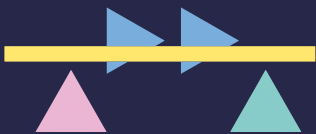
Collaborate: work alongside those who must deliver the change the care community demanded.



Convene: bring people together to learn, join-up, solve problems, broker solutions, and clear pathways. The Promise Scotland only gets involved where it can truly make a difference.



Challenge: speak truth to power in a way that recognises context and supports improvement, aligns or redirects. The Promise Scotland challenges poor practice.



Bridge: support systems locally and nationally to transition to better ways of working, by identifying learning, highlighting innovative practice and being assertive about what good looks like.



Monitor: support The Oversight Board in its role of holding Scotland to account to keep the promise. Being crystal clear about where the system needs to collectively focus its efforts.

Update on **Strategic Work Programme**

The following update reports against our strategic work programme published in August 2023— 'Focus on The Promise.'

Promise Progress Framework and Doing Data Differently

National Projects and Groups

Support Across Scotland and Working Locally

Strategic Support and Guidance

Four Focus Areas

The Promise Scotland has focused on four thematic areas where systemic barriers mean progress has been inconsistent across Scotland.

1. Early help and support: Keeping families together
 2. A good childhood: Siblings community of practice
 3. Moving On
 4. Increasing opportunities: Education
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The Promise Progress Framework

The Promise Progress Framework was published on December 18 2024, giving the first high-level understanding of progress towards keeping a promise made to Scotland's children and young people with care experience.

The Promise Progress Framework, created by The Promise Scotland, The Scottish Government and COSLA, brings together nearly 50 different streams of national data into one place, to start to answer the question of how Scotland is doing towards keeping the promise.

The Framework is the first part of the Promise Story of Progress, which has been designed to enable Scotland to understand if the promise is on track to be kept. It brings together different types of information to understand these three questions:

- Does the care community feel the impact of the promise being kept?
- How are organisations doing in their work to keep the promise?
- How is Scotland doing in its progress towards keeping the promise?

The Progress Framework is the first time that this national level data relating to children and young people with care experience has been brought together in one place, to look at how Scotland is doing and create a structure for answering all three key questions.

The impact of this is that whole story of work to keep the promise will be clearer and can continue to be told as progress is made over the coming years. And it will be possible to understand the story from different perspectives. Understanding where progress is not fast enough and then being able to direct resource to fix it, is crucial to keeping the promise.

Signs of Change

The Promise Scotland was asked to bring greater visibility to the work happening across the country. In the first part of 2025, we worked to create Keeping the promise: A local perspective. The report was published in July 2025. It provides a high-level snapshot of activity to keep the promise, drawing on relevant publicly available local data.



Doing Data Differently

At The Promise Scotland we are working to find a way of doing data differently, so that everyone has the information that they need to be able to keep the promise.

At its essence, it is about ensuring the data that is used for decision making focuses on what children, young people, care experienced adults and their families have said matters most to them. The data that can make the positive changes they need in their life. It is also about finding ways for those responsible for monitoring and making change use this data as part of their work. Our 'What Matters' Questions form one of the outputs from this work.

The Data Map is currently under development, to show the data that organisations working to keep the promise collect and hold on children, young people, and their families. The aim is to enable anyone to understand the types of data held by different organisations across Scotland. In turn this can:

- help people to identify where there are gaps in their own data,
- help show where there are data sources in other places or organisations that should be linked or shared,
- fill gaps based on the data matters to children, young people and their families.

The Data Map is being created by organisations filling out a questionnaire about the quantitative and qualitative data they hold and how they organise that. This information will be added to the Data Map website. Organisations can see what others have input, get ideas on what they could do differently, or see whether there is linkage or sharing potential. Work over the past eighteen months will enable its launch at the end of 2025.

Information sharing project

The Promise Scotland, working with the Data for Children Collaborative and other partners, has launched an innovative collaborative project designed to overcome barriers to sharing information and data. The outcome will be an action plan that can drive organisational change across Scotland. The aim is to build ownership and commitment by the appropriate organisations, ultimately leading to a culture shift in data and information sharing across agencies and organisations in the so-called 'care system'.

To help develop this, The Promise Scotland has found evidence of positive changes being implemented to empower children to have more control over how their experiences are recorded and who that information is shared with. It also evidenced that those who work with children are making progress in ensuring that they write about children in caring, strengths-based ways and focus on the voice of the child.

National Projects and Groups

The Promise Scotland aims to keep the promise and the changes needed at the forefront of thinking in the development of all new policies and laws. During the period this has included eight consultation responses, four parliamentary briefings, and letters to and from Ministers on key issues such as restraint.

There have also been larger projects on changing policy and practice.

National and local governance

The Promise Scotland worked with a range of stakeholders to review and understand different approaches to system governance and accountability. This involved learning lessons from previous public reform experience in Scotland and the UK, as well as looking to different models from around the world. It takes a broad view of the changes required to system governance for keeping the promise, recognising that children, young people, families and care experienced adults experience many different public services and systems. A series of propositions and recommendations were tested with stakeholders across the system and [a report was submitted to Scottish Government in August 2024](#).

National lifelong advocacy service

The Promise Scotland worked with advocacy providers in a series of roundtables and individual engagement sessions. A Child Rights Specialist also provided bespoke advice. The [resulting recommendations and proposals](#) were shared with Scottish Government and informed the Children (Care, Care Experience and Services Planning) (Scotland) Bill.

Children's Hearing System redesign

The Promise Scotland provided the secretariat for the Hearings System Working Group which produced 'Hearings for Children', [Redesign Report](#) in May 2023. The Report sets out 97 recommendations that will deliver transformational change in the Children's Hearings

System, in line with the conclusions of the Independent Care Review.

Following the publication of the report, the Scottish Government accepted the majority of the recommendations in full (in December 2023) and has started work to consider how to implement them. A Redesign Board has been established to take forward the changes that can be made now and in practice, and the Children (Care, Care Experience and Services Planning) (Scotland) Bill will progress some of the changes that require legislation.

Throughout 2024, The Promise Scotland continued to work with the Scottish Government and members of the Hearings System working group to shape the next steps, and [responded in October 2024 to a Scottish Government consultation on legislative changes required to transform the Children's Hearings System.](#)

The Promise Scotland also provided evidence to the Scottish Parliament's Education, Children and Young People Committee on the Children (Care and Justice) (Scotland) Act 2024 as it progressed through Parliament. [We created a Briefing at Stage 3,](#) and were also part of the Act's Implementation Group, providing briefings and highlighting the links between the Act and the recommendations of the Hearings System Working Group.

Children (Care, Care Experience and Services Planning) (Scotland) Bill

The Promise Scotland is working to make sure the upcoming Children (Care, Care Experience and Services Planning) (Scotland) Bill is fit for purpose, so that it can do as much as it can to keep the promise.

We've advised the Scottish Government on developing policy, consultation and legislative approaches and we've commissioned work on what practical changes can be made to 'declutter the landscape' of care.

We have been updating the care community and the workforce on the shape we think the Bill needs to take as it comes closer to being laid in the Scottish Parliament. [You can read more on the Children and Young People \(Care, Care Experience and Services Planning\) \(Scotland\) Bill section of our website.](#)

Our work has included producing the following:

- **Briefing Document:** A Promise Bill Briefing document on all the areas The Promise Scotland believe need to be considered and discussed by the Scottish Government when creating legislative change, including the Children (Care, Care Experience and Services Planning) (Scotland) Bill. This comes in two parts:

The first part of the briefing identifies the process for developing a Bill which would help keep the promise and the fundamentals it must have.

The second part sets out the relevant changes required and is organised according to a child's journey through the 'care system'.

- **Report on current laws around the 'care system':** A report on understanding the current laws around the care system. What changes would make things simpler and easier for children, families, care experienced adults and the workforce to understand?
- **Options for how to improve things.**
- **High level summary:** A high level summary of the areas The Promise Scotland has identified potentially need change.
- **Table of legislation:** A table setting out all the relevant legislation.
- **Consultation responses:** We have also responded to all Scottish Government consultations on the Bill.



Support Across Scotland

The support offer from The Promise Scotland involves working with local authorities and their partners to provide tailored support.

The Promise Scotland's Head of Support Co-Chairs the Children's Services Planning Partnerships Strategic Leads Network. This ensures the promise is at the heart of the work of these crucial partnerships, which are responsible for planning children's and families services across Scotland.

In November 2024, The Promise Scotland launched a revised support offer for the workforce, centred around collaboration through a series of events. These included in-person Promise Learning Collaboratives and Online Sessions, following feedback from those working in the sector on the need for spaces to share ideas and learning on the promise. They are focused on supporting partners across Scotland to align with Plan 24-30.

In addition to the online sessions and in-person learning collaboratives, networks continue to be set up across Scotland to give a space for regional focused development. As well as regional networks, this includes the NHS promise network which we set up in October 2024.

The Promise Design School helps the workforce design services around the needs of the people that the promise was made to.

Over the period this review covers, The Promise Scotland has continued to improve The Promise Design School to work for all those in the workforce. The Design School now offers 3-day online design sprints, workshops, masterclasses, online sessions, tools, and facilitation support to empower individuals in exploring challenges, creating solutions, and driving meaningful change across the system.

The impact on those who attend the Design School has been positive, with feedback including:

- Extremely supportive and exceeded my expectations.
- Feeling very optimistic about embedding the promise into the practice of the school.
- Good to get the time to chat and work through problems. We came up with lots of ideas!



A range of new downloadable resources was launched in October 2024 to increase the reach of the design school and to support practitioners with practical, easy to use resources in their local contexts.

The Promise Scotland has delivered a number of learning events between April 2023 and March 2025:

- Learning Labs – 1
- Promise Partners related sessions – 6
- Masterclasses – 15
- Spotlight sessions – 9
- Communities of Practice – 9
- Co Design Cafes – 5
- Promise Learning Collaboratives (2 in person, 6 online) – 8
- Networks – 2
- Design school 3 day sprints – 5

Total registered for events:

- April 2023 – April 2024: 700
- April 2024 – Feb 2025: 1,188

Total: 1,835

In February 2024, over 500 attendees from across Scotland gathered in Edinburgh for the Stories of Change Conference, an opportunity for those working to keep the promise to listen, learn, collaborate, share and inspire continued commitment to ongoing change.



Working locally

A key part of our work is to support change in local areas all across Scotland. This can be through specific pieces of work, on going support and networking.

In Clackmannanshire, The Promise Scotland co-facilitated the Language of Care Conference, bringing together representatives from children services and young people to review the work already done to keep the promise.

The Promise Scotland also provided design support for the work between Aberlour and The Vardy Foundation to explore the additional support services that are needed for children moving on from care.

In Stirling, The Promise Scotland supported the Promise Conference, a key moment in their year. Stirling published their Plan 24-27 for the promise, part of their strategic 10 year plan. The Promise Scotland worked with The Village, Scottish Throughcare and Aftercare Forum (Staf) and Aberdeen City Council to explore the benefits of developing a Charter for Care Experienced parents.

The Promise Scotland has worked with the South Lanarkshire Youth Family and Community Learning Area Team in East Kilbride, Youth Work Modern Apprentices and Duncanrig High School, to raise the profile of community learning and development and the promise.

The Promise Scotland facilitates the Northern Promise Collaborative, which has developed into a strong network for leaders of work to keep the promise across the North and East of Scotland. The Collaborative supported links between local authority areas, sharing innovative approaches and supported work to engage schools across the region in the new Keeping The Promise Award Programme.

The Promise Scotland supports projects funded through the Promise Partnership, which is delivered by Corra Foundation. As of November 2024, £20.56m has been allocated through 202 grants to organisations working to deliver the promise, including projects such as Shared Lives Plus who used their funding to start a pilot project to support parents with a learning disability.

We facilitated a showcase in June 2023 to recognise the work of projects which received investment from the Promise Partnership's Getting it Right for Brothers and Sisters fund, or received investment from the Promise Partnership's Good Childhood fund. The Promise Scotland does not have a role in deciding who gets funding.

We facilitated a second showcase in December 2024, displaying posters with learning from the funded projects.

The Promise in Places

The Promise Scotland has been exploring the potential for keeping the promise in its entirety in local places. This was a complex project with the ambition to create significant change in two local communities. Work carried out included:

- Understanding how the 'Promise in Places' workstream would fit with existing work in Scotland, locally and nationally, recognising the busy landscape around 'place based' initiatives.
- Understanding the resource required, linking with our work on data and design as 'levers for change' across the entirety of a place.
- Understanding the necessary conditions, including considerations of governance and leadership arrangements, capacity, alignment, 'readiness' and the roles played by different actors in a place.

This work produced useful learning but it is clear that Promise in Places will not achieve its original objectives. Some of our reflections on why we didn't achieve our original ambitions include:

- Underestimating the scale and complexity of existing locality-based work across Scotland. We found it hard to progress the work in ways that would genuinely add value and avoid duplication.
- Challenges establishing effective partnership arrangements within ambitious timescales.
- Capacity and resourcing constraints. We overestimated the amount of staff time we could give to Promise in Places given the resource required for other work, such as developing Plan 24-30.

Strategic Support and Guidance

The Promise Scotland provides secretariat and communications support to The Oversight Board for the promise, to allow them to report on whether or not Scotland is on track to keep the promise. The Board have so far released three reports.

In February 2025 The Oversight Board launched **Report THREE**, with The Promise Scotland providing support to the board in creating the report, communications support for the launch resulting in 92 pieces of national and local media coverage, and in putting on a parliamentary reception. Subsequent media pieces and parliamentary statements have also been made. This support to The Oversight Board has ensured that where change is needed, it's now higher on the national agenda.

The organisation also provides support for Fiona Duncan, the Independent Strategic Advisor.

One of the most substantial pieces of work over the course of this strategic work programme was supporting Fiona in her work to develop **Plan 24-30**, including commissioning work to review the impact of Plan 21-24 and drafting the initial route maps as part of the plan. This was a significant undertaking, involving receiving updates from over 100 organisations across Scotland with a role to play in keeping the promise.

Plan 24-30 is an iterative plan, that has been designed as a website in order to change and update as work around the promise progresses. The website includes '**meeting in the middle**', which identifies the strategic bridges and barriers that must change in order for the promise to be kept. Some areas of the website are now static: where Scotland needs to be by 2030 will not change, and work is now underway to update the **route maps** and ensure clear accountability frameworks are in place to make sure everyone is clear about what needs to happen, when and by whom.

There has been considerable feedback around the plan, and The Promise Scotland is working with Fiona on the next stages of development.

Since the launch of Plan 24-30 we have worked with Fiona on the continuous updates of the website, based on feedback we have received.

Updates have included:

- Creating a new range of animations to help users to understand Plan 24-30.
- Working with developers on a new way of navigating through the site – so users can now follow the sector they work in to find what changes they need to make, or see the changes that are happening – rather than just going through the five foundations.



Four Focus Areas

1. Early help and support: Keeping families together

The promise is clear that early help and support for families is critical for keeping more families together wherever it is safe to do so. This workstream aimed to understand the barriers to change and, working with partners, to improve access to holistic, whole family support in Scotland.

The Promise Scotland is involved in helping Scotland to move to a way of working, where families are supported earlier to stay together, where it is safe to do so. The organisation is part of the Whole Family Wellbeing Fund Programme Board and Family Support Advisory Group. We are involved in working alongside the Scottish Government and local authorities to advise on the impact and development of the fund including the revised investment approach, which explores new funding streams to support local transformation. We are working together with Children and Young People's Improvement Collaborative to understand how learning from new approaches to supporting families can be captured and shared.

The 2024-25 Programme for Government, published in September 2024, places a renewed and welcome emphasis on whole family support and the need to streamline budgets and reporting at local level, something The Promise Scotland has been advocating for.

Work has also been undertaken with North Lanarkshire Council to understand more about family support in the area and what changes can be made to keep the promise and ensure a focus on preventative spend.

2. A good childhood: Siblings community of practice

The Good Childhood workstream is focused on making sure children who cannot live with their family have all they need to thrive. This was divided into two strands, brothers and sisters and foster care.

To help keep **brothers and sisters** together, The Promise Scotland has been working with partners to support, grow and better connect the Community of Practice for Siblings.

The community has now grown into a nationwide network of over 100 practitioners, bringing connection and learning to support the work to keep the promise to sisters and brothers across Scotland.

Highlights include a day focussing on innovative work in Aberdeenshire and Glasgow, and a session to explore supporting sibling relationships in kinship settings and how to co-design spaces that work for children and families.

The impact of this is the community is growing, 'joining the dots' for the work needed across Scotland to keep the promise to Sisters and Brothers. It is supported by a Planning Group that includes key individuals across a number of organisations and networks, including Association of Fostering, Kinship and Adoption (AFKA), Scottish Child Reporters Administration (SCRA), the Care Inspectorate and Stand Up For Siblings.

The Community of Practice are working with local authority areas to develop innovative approaches to their work with siblings. Three areas have been identified:

- Housing and kinship care
- Data
- Decision making process

In our role, The Promise Scotland is supporting the local authorities through a process of co-design to improve approaches, using the Promise Design School.

The work around foster care has focused on engagement with key stakeholders and decision makers to encourage more recognition of and investment in foster carers and progression of the Staying Together and Connected recommendations. The Promise Scotland also provided feedback to the Scottish Government on the development of the consultation on the future of **foster care** in Scotland and responded to the consultation when it was published.

3. Moving On

The Promise Scotland partnered with Scottish Throughcare and Aftercare Forum (Staf) to develop and deliver **the Moving On Change Programme**. The programme will result in a shared set of standards and principles that will be used to guide practice and system delivery.

The 100 Days of Listening project, launched in October 2023, engaged with over 360 moving on experts. The resulting report, published in June 2024, provides a deep understanding of the current challenges and opportunities to improve the experience of transitioning into adulthood for those with care experience.

Follow up research was also carried out, via a survey of local authorities, which has finalised the change aims of the programme. As part of this a paper was shared with COSLA's Children and Young People Board with what was heard and what was done as a result.

The analysis of what has been heard from moving on experts and of the 24 responding local authority areas is enabling the programme to support local and national systems to transition to better ways of working, by identifying learning, highlighting innovative practice and being assertive about what good looks like. This will help to inform our work alongside Scottish Government as the policy response to young people leaving care develops in policy and practice and through legislation. **We responded to the Scottish Government's consultation on transitions from care**, which closed in October 2024.

The project team also created a number of outputs which Staf are reviewing, including:

- A paper outlining the strengths and pressures in the current legislative and policy context, in relation to the promise being kept.
- An online map, to try and make the local offer to those moving on from care more accessible.
- Codesigned resources to support practice and service development locally.
- Learning outcomes for the workforce to bolster capacity for delivering on what is required for a positive move on from care.

4. Increasing opportunities: Education

This workstream is focused on exploring strengthened approaches to inclusion, in order to bring an end to formal and informal exclusions for care experienced learners in education settings across the country. The workstream has been engaging with a number of partners, organisations and networks to understand what is making a difference locally, and what can lead to national change.

The Promise Design School piloted two cohorts for Education professionals following an identified need for a more flexible delivery model.

The first cohort explored with Education Leads the best ways to effectively engage establishments at a strategic level to help them become Promise Keeping Schools.

The second cohort supported leads within establishments to address local barriers to becoming a Promise Keeping School.

This format has now been adopted and extended as the 'Design School Lite' offer.

Work with Dumfries and Galloway, Education Scotland and Aberdeen City resulted in **the creation of resources to help raise awareness** of the promise with Family Learning Workers. Dumfries and Galloway have also restructured their children's services work in order to embed the promise across all workstreams.

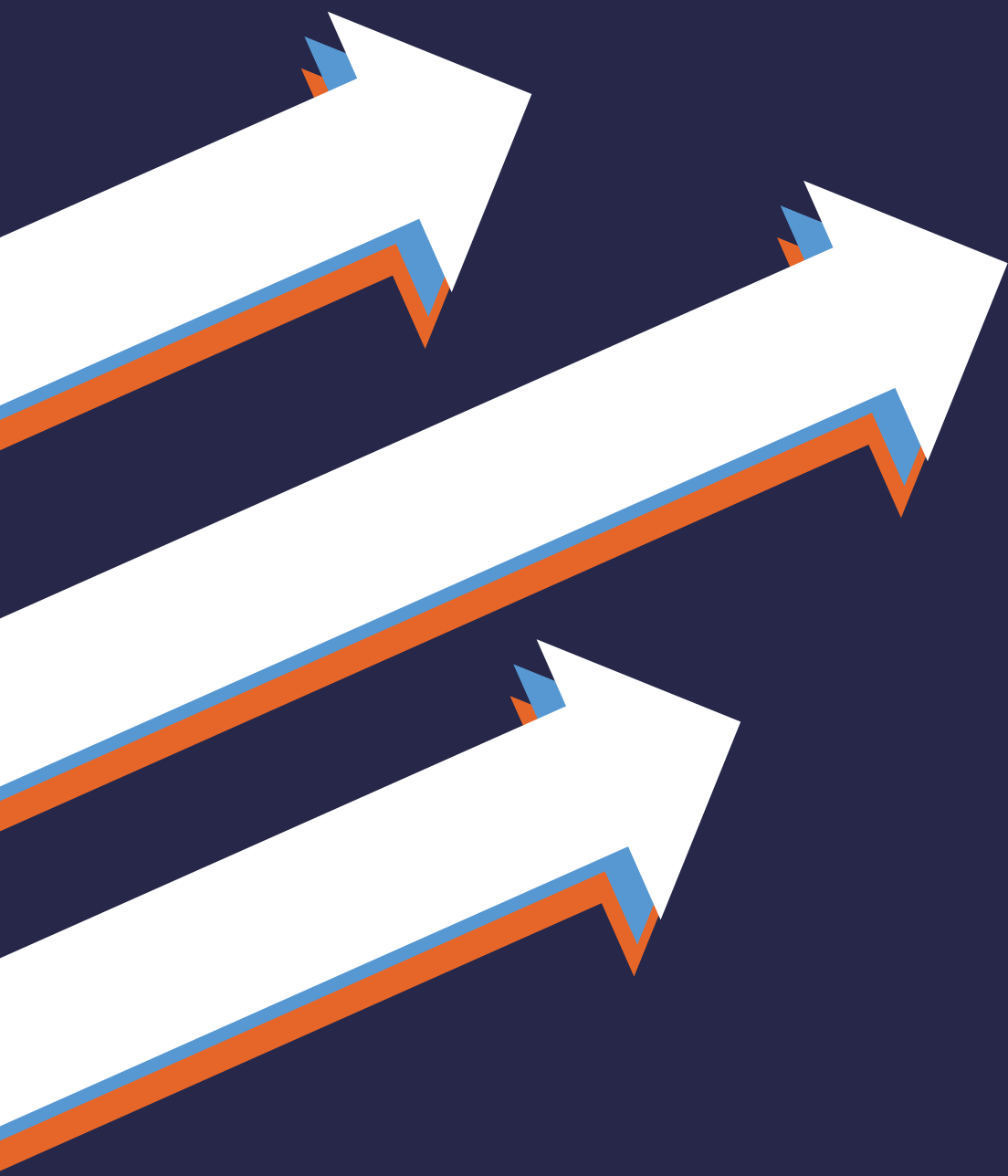
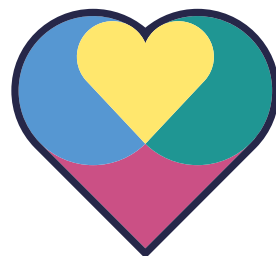
As part of this work, Education Scotland, The Promise Scotland and Aberdeen City Council created the Family Learning Keeping the Promise Award Pack.

The learning programme helps practitioners in developing their awareness and understanding of the promise and the specific commitments around families.

It highlights professional responsibilities under the promise, and gives formal recognition to individuals and settings who complete the learning.

The Promise Scotland, in partnership with Education Scotland, co-hosted "Do the Rights of the Many outweigh the Rights of the few?" a rights based approach to behaviour challenges in schools. An evening with Professor Laura Lundy, where she spoke of her research and practice model. This was followed by a panel discussion with representatives from across the education spectrum including headteachers, unions, legal representatives, parents and young people.

The event generated significant interest, with online and in person registrations having to be capped at just under 1000 (800 online, 150 in person.)



The Promise Scotland
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