

Advice Note to the Cabinet Secretary for Public Service Reform From the Independent Strategic Advisor Keeping the Promise: a Structural Framework for Lasting Public Service Reform, 21st August 2026



1. Purpose

This Advice Note, an update on the paper of 2nd July 2026, is intended to set out the structural case for aligning government systems to keep the promise by 2030 and identify the levers required to translate ambition into delivery.

The Programme for Government 2026–31 significantly strengthens the context for this advice. The Scottish Government has now committed to “rewire the Scottish state”, reform governance and social care, rationalise public bodies, remove barriers to delivery and simplify decision-making. This creates a significant opportunity to ensure that the structural reforms now underway are deliberately designed to remove the barriers to keeping the promise.

Definitions used in this paper

- **Operational barriers:** arise within the delivery of services. They include issues such as workforce capacity, local processes, individual practice, organisational capability or implementation. These can often be addressed by individual organisations or partnerships through changes in practice, management or improvement activity.
- **Structural barriers:** arise from the way government and public services are organised. They include fragmented policy, legislation, funding, governance, accountability, data and scrutiny arrangements that shape how organisations work together. These barriers cannot be addressed by individual organisations acting alone and require coordinated action across government.
- **Systemic barriers:** are the recurring effects created by structural barriers operating across the whole system. They become visible through repeated patterns of failure, duplication, fragmentation or poor outcomes that persist over time and across sectors. They are symptoms of structural weaknesses rather than isolated operational failures and include the attainment gap and the housing crisis.

2. Summary

Scotland made a clear, public commitment to its children, families and care-experienced adults in 2020: the promise to end the systems that cause unnecessary harm, to strengthen families and communities, and to ensure that when the state cares for a child, it does so with consistency, compassion and high ambition. Six years on, significant progress has been made. Cross-party support has held with the political consensus remaining strong, the evidence base is the most complete it has ever been, and Plan 24–30 provides Scotland with a concrete, time-bound delivery framework.

The Programme for Government means the question facing government has moved on. Through it, the Scottish Government has committed to significant reform of the structures through which public services are governed and delivered.

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The question now is how those reforms can be configured to remove the structural barriers to keeping the promise and ensure that change in structures translates into change in the lives of children, families and care experienced adults. This paper supports this by setting out:

- ♥ The main barriers preventing Scotland from keeping the promise are structural and systemic, not operational. They reside in the structures of government itself – in policy siloes, fragmented funding, data that does not measure experience or outcome, layers of accountability, backward-looking scrutiny, and legislative complexity.
- ♥ These same barriers are the recurring causes of failure identified across a decade of Audit Scotland performance audits, Care Inspectorate Learning Reviews and Joint Inspections. Keeping the promise therefore offers the clearest available test case for broader public service reform.
- ♥ Government occupies a unique enabling role. No other institution has the authority to simultaneously align policy, legislation, funding, data and scrutiny and accountability. Without that alignment at the centre, operational effort across the system will remain insufficient to deliver change at the required pace and scale.
- ♥ The Programme for Government creates an immediate opportunity to act on these structural barriers. Its commitments to public service reform, prevention, reform of local governance and social care, rationalisation of public bodies and clearer accountability are directly relevant to keeping the promise. The task is not to create a separate reform programme for children and families, but to ensure these wider reforms are designed and implemented in ways that enable Scotland to keep the promise by 2030.
- ♥ Plan 24–30 provides Scotland with the framework to do this. It is not a parallel programme to the Public Service Reform Strategy. It is a practical route map for all organisations, including government, to organise themselves around shared outcomes - and in doing so demonstrate that long-term, whole-system reform is achievable.

By 2030, the changes called for by the Independent Care Review will have been achieved and sustained through Scotland's interconnected systems working together as a coherent, fit-for-purpose whole. This will enable the paid and unpaid workforce to be supported and empowered to keep the promise for everyone, every day, everywhere - ensuring children, families and care-experienced adults receive the consistent, compassionate care and support they were promised.

The central proposition: keeping the promise by 2030 is both the right thing to do for children, families and care-experienced adults, and the most concrete demonstration available to this government of what successful public service reform looks like in practice.

3. The Case for Reform

♥ Incremental improvements alone are not sufficient

The collaborative development of Plan 24–30 brought into sharp focus a pattern that applies well beyond care: the early changes in complex reform programmes, though difficult to achieve, are often the most straightforward. Scotland has made those changes. What remains are the harder, structural ones.

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Incremental improvements within existing system architecture are important but alone will not keep the promise. The barriers that persist are not principally failures of individual services or practitioners; they are the product of the structures within which those services and practitioners must operate.

Analysis of a decade of scrutiny findings – from Care Inspectorate Learning Reviews, Joint Inspections of children’s services and Audit Scotland performance audits reveals a consistent, system-level pattern of failure.

The same weaknesses recur, across sectors and over time:

- Fragmented data systems that measure what matters to organisations, rather than what matters to people – obscuring risk, limiting understanding of cumulative impact and intersectionality, and preventing effective planning
- Siloed policy development that fails to address the interdependencies between poverty, housing, addiction, health, justice, and family support – the very intersections that define the lives of those the system is intended to serve
- Funding aligned to organisational and annual budget cycles, which prevents long-term investment in prevention, inhibits pooled approaches, and embeds failure demand by removing resource from the upstream support that would reduce it
- Dispersed accountability across sectors, organisations and geographies, which creates shared responsibility without clear ownership – resulting in the recurring finding that everyone is nominally responsible, and therefore no one is clearly accountable
- Scrutiny and audit activity that focuses on past performance and process compliance, rather than enabling the foresight, system learning, and forward-looking improvement that complex reform requires
- Legislative complexity and overlap, which creates navigational difficulty for children, families and the workforce, and reinforces the organisational siloes it purports to regulate

These are not new findings, they are the same findings, found repeatedly. The significance of work to keep the promise is that they are brought together and analysed collectively with Plan 24–30 identifying where government must act to address them.

 The role only the Scottish Government can play

Although national and local government, the public sector, and the third and private sectors all have essential roles in keeping the promise, the Scottish Government occupies a distinctive position. Its decisions about policy, legislation, funding, data, accountability and governance shape the environment within which all others operate.

This means the structural barriers identified above cannot be fully addressed through operational effort alone. They require deliberate action at the centre: government configuring itself to enable the system around it.

So, in the next phase of work to keep the promise, government’s primary contribution is as the principal structural enabler – removing the barriers that slow or thwart progress and creating the conditions within which aligned delivery can function.

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4. Plan 24–30: Scotland’s Delivery Framework

Plan 24–30 is Scotland’s strategic planning framework for keeping the promise. Developed collaboratively with over one hundred organisations across the public, third and independent sectors, it provides an unprecedented level of consensus and operational clarity about what must happen, who must act, by when, and how progress will be understood. It comprises two integrated components:

- 💡 Route maps – Plan 24-30 sets out where Scotland needs to be to keep the promise by 2030 across 25 route maps. The route maps set out what action is needed, who is responsible and when change must happen. They are designed to support collaborative planning, provide greater transparency on what the route to 2030 looks like.
- 💡 The Promise Story of Progress – developed jointly by the Scottish Government, COSLA and The Promise Scotland, bringing together three sources of evidence: national indicators reflecting system-level change; local data reflecting organisational practice; and experiential insight capturing how change is felt in the daily lives of children, families and care-experienced adults.

Together, these give Scotland greater specificity about change than any previous national reform programme has achieved, while remaining anchored in what matters most to those the system serves.

💡 Why Plan 24–30 is not a parallel programme

Public Service Reform must not proceed in parallel to Scotland’s work to keep the promise. It is one of the primary means through which reform can be kept.

The Programme for Government reinforces this proposition. Government has now committed to significant changes to the machinery and architecture of public services. Plan 24-30 provides a ready-made, cross-sector framework through which those reforms can be tested against a concrete national commitment and a defined 2030 outcome. Keeping the promise should therefore be treated as a practical design and delivery test for the next phase of Public Service Reform, rather than as a separate policy programme to be accommodated within it.

The systemic barriers that Plan 24–30 must overcome – in policy, legislation, funding, data and accountability – are precisely the barriers identified as responsible for recurring public service failure across Scotland. Resolving them in the context of keeping the promise would therefore demonstrate, at national scale, that whole-system reform is achievable.

This positions Plan 24–30 not as a ‘care system’ initiative, but as the most concrete, time-bound, cross-sector test case available for Scotland’s public service reform ambition.

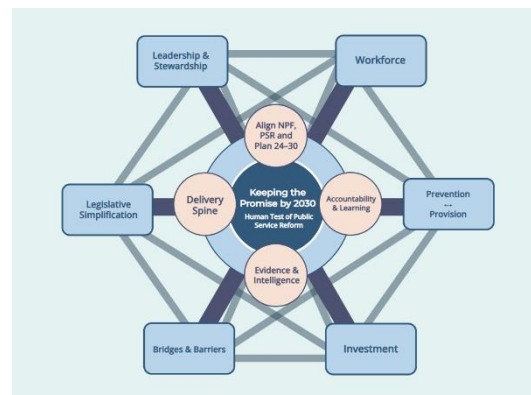
Scotland’s challenge is therefore no longer defining what good reform looks like, nor securing a commitment to structural reform. Both the strategic frameworks and the political commitment to reform now exist. The task is to ensure that implementation of the Programme for Government removes, rather than reproduces, the structural barriers identified through Plan 24-30. The remainder of this paper identifies the principal levers through which that can be achieved.

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5. Using Public Service Reform to Address the Structural Barriers

The following areas of activity are not a list of parallel workstreams. They form an integrated architecture of change: some foundational, some continuous, some creating enabling conditions, and several requiring simultaneous progress. They are organised around an end-to-end process of change: aligning strategy, reforming systems, enabling delivery and measuring success:



5.1 Align Strategy

♥ Make best use of Scotland's sustained determination to keep the promise by positioning it as Scotland's reform demonstrator

Success in keeping the promise is a direct measure of the effectiveness of public service reform. Every reform initiative, spending decision and legislative proposal relating to children and families should be tested against a consistent set of questions:

- Does this shift systems towards prevention, early support, and long-term outcomes?
- Does this help Scotland keep the promise by 2030?
- Does it improve the lives of children, families and care-experienced adults?
- Does it support rights and meaningful participation?

➤ **This is not a rebranding of existing reform activity. It is the establishment of a shared test that connects reform decisions to real outcomes.**

♥ Align the National Performance Framework, Public Service Reform Strategy and Plan 24-30

These three frameworks share a common ambition but currently operate without explicit, structural alignment. The risk is not inconsistency of aspiration but duplication of effort and fragmentation of accountability. Government should:

- Identify explicitly how each National Outcome contributes to keeping the promise
- Use the new 'care' outcome in the draft National Performance Framework as an anchor for cross-government reform
- Map all 25 Plan 24-30 route maps against National Performance Framework outcomes
- Create a shared delivery and accountability framework across portfolios

➤ **This would strengthen coherence, reduce duplication, and create a clearer line of sight between aspiration, investment and delivery.**

♥ Maximise the effectiveness of existing delivery architecture

Scotland has established statutory partnership structures intended to translate collective intent into collective planning and delivery, including Children's Services Planning Partnerships, Community Planning Partnerships and Integration Joint Boards. However, variation in the pace, quality and impact of local delivery demonstrates that creating partnership structures is not, in itself, sufficient to secure consistently integrated delivery.

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Public Service Reform provides the opportunity to review what already exists and maximise its effectiveness then identify any gaps or duplication in authority, capability or the wider architecture itself that prevents these structures from delivering as intended. This has become an immediate rather than theoretical opportunity. The Programme for Government commits Government and partners to reach a shared direction on the future of local governance, including consideration of regional pooling of resources and stronger community-level governance.

The needs of children, families and care-experienced adults, and the requirements identified through Plan 24-30, should be used as an explicit design test for that work. Government should:

- Clarify the respective roles, responsibilities, authority and relationships between existing local partnership and delivery structures
- Strengthen connections between these structures around shared outcomes for children, families and communities
- Ensure local partnerships have the capability, authority and flexibility required to translate shared planning into shared delivery
- Enable greater alignment and, where appropriate, pooling of funding, workforce, data and other resources around shared outcomes and preventative approaches
- Ensure national accountability, scrutiny and performance arrangements enable rather than constrain collective local delivery
- Identify where gaps in authority, governance, resource or accountability prevent collective delivery, distinguishing what can be addressed locally from what requires national action
- Create clear routes for local partnerships to escalate structural barriers that cannot be resolved within existing local powers, responsibilities or resources
- Use the forthcoming redesign of local governance to test whether responsibilities, resources and decision-making for children and families sit at the level best able to deliver the shared outcomes in Plan 24-30.

➤ **This would create a more coherent local delivery architecture, maximise the collective agency of existing partnerships and provide a clearer understanding of where additional national action or architecture is required to organise resources and delivery around the needs of people and places.**

Build the integrated delivery architecture needed

Maximising existing delivery structures alone will not be sufficient to address barriers that sit beyond their authority or require action across government.

The Programme for Government has already initiated significant reform of national, regional and local structures. The opportunity is to ensure that this emerging architecture connects what already exists, addresses identified gaps and duplication, and removes the structural barriers that currently prevent integrated delivery. New structures should be created only where a necessary function, authority or accountability cannot be secured through the arrangements being reformed.

The gaps identified through local delivery, alongside the recurring findings of scrutiny bodies, must inform what adaptations are needed.

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Government should:

- Strengthen shared leadership and decision-making across portfolios with responsibility for keeping the promise
- Establish clear national ownership and governance for structural barriers that cannot be resolved locally, with explicit routes for escalation, decision and resolution
- Align cross-portfolio policy, funding and investment decisions around shared outcomes and prevention
- Ensure national governance connects effectively with existing local partnership and delivery structures
- Align national accountability, scrutiny and inspection frameworks around lived experience and long-term outcomes
- Use evidence from local delivery to identify where changes to policy, legislation, funding, data or accountability are required to enable the system to work collectively
- Test proposed changes to local government, social care, health and public bodies against their impact on the ability to keep the promise, identifying where reform improves or risks weakening cross-system responsibility for children and families

➤ **The objective is an integrated national and local delivery architecture that maximises what already exists, identifies and addresses the duplication and gaps between structures, and builds additional arrangements only where they are necessary to remove structural barriers and enable collective delivery around shared outcomes.**

5.2 Reform government systems

💡 Reform accountability to drive learning rather than compliance

Current accountability arrangements frequently reinforce risk aversion, fragmented ownership, and short-term decision-making. They measure what organisations have done, not whether there have been changes in people's lives. To address this, government needs to:

- Shift scrutiny frameworks towards outcomes, learning and improvement
- Align inspection and audit activity with prevention and long-term system reform
- Create accountability frameworks to enable responsible risk-taking and innovation
- Strengthen accountability for long-term outcomes, not only immediate operational performance

➤ **This directly addresses the most persistent finding in Audit Scotland's performance audits: that Scotland is often better at designing ambitious reforms than demonstrating their implementation, impact and value.**

💡 Shift investment upstream without destabilising existing provision

Keeping the promise requires both a sustained shift towards prevention and high-quality provision when children, families and care-experienced adults need support. These are not in tension: adequate provision is a prerequisite for safe disinvestment from crisis response.

Government should:

- Use the Prevention Unit, Prevention Investment Framework and spending processes to enable pooled and cross-cutting investment across portfolios, with a focus on intensive whole-family support.

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- Improve the quality, consistency and accessibility of provision for children in the care of the state
- Support planned disinvestment from avoidable crisis demand only where evidence supports it and alternatives are in place
- Establish longer-term funding arrangements that support continuity, innovation and reform planning

Short-term funding cycles are structurally incompatible with long-term preventative reform. This is not a preference: it is one of the most consistent findings in Audit Scotland's review of prevention-focused programmes. The Programme for Government creates a specific mechanism through which to progress this.

- **The new Prevention Unit and Scottish Prevention Investment Framework should be used to test how funding can move across organisational and portfolio boundaries towards interventions that improve long-term outcomes and reduce future demand. Keeping the promise provides a concrete population and delivery framework in which to demonstrate whether this shift can be achieved in practice.**

Simplify the legislative and governance landscape

Legislative complexity is identified repeatedly as a structural barrier to delivery. The next phase of legislative reform should focus not only on creating new duties and entitlements, but on reducing the fragmentation and navigational difficulty that currently burdens children, families and the workforce. This means:

- Simplifying overlapping legislation and guidance
 - Clarifying responsibilities and ownership at every level
 - Reducing unnecessary bureaucracy and procedural duplication
 - Strengthening coherence between national and local arrangements
 - Improving navigability for children, families, care-experienced adults and the workforce
- **The aim must be a system that is easier for children and families to navigate, and easier for the workforce to deliver within.**

The Programme for Government's commitment to rationalise public bodies creates an opportunity to address this complexity, but reducing the number of organisations should not itself be treated as evidence of successful reform. Rationalisation should be judged by whether it reduces functional fragmentation, clarifies responsibility and makes support easier to navigate for people and the workforce.

Develop a shared evidence and intelligence system

Repeated scrutiny findings highlight weaknesses in data sharing, performance measurement and the use of evidence. The system currently measures what is convenient to organisations rather than what matters to the people it serves. Government needs to develop a shared approach to evidence that brings together:

- National and local performance data
- Linked and longitudinal outcomes data
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- Lived experience evidence – which must carry at least equal weight alongside organisational and national data
- Practitioner knowledge and improvement evidence

- **The Promise Story of Progress provides a platform to build on with the principle it embeds – that experiential evidence matters as much as organisational data – should become a standard requirement across government accountability frameworks.**

5.3 Enable delivery

Invest in the workforce conditions for reform

Public service reform will not be delivered by structural change alone. It depends on a workforce with the capability, capacity and conditions to build relationships and improve outcomes.

Government should work in partnership to:

- Support leadership development across sectors
- Strengthen workforce capability in relational and rights-based practice
- Improve recruitment, retention and wellbeing, particularly in social work and social care
- Reduce unnecessary bureaucracy that limits practitioner time with children and families
- Ensure practitioners have the time, support and autonomy required to build relationships

- **The Programme for Government's commitment to work through the newly established National Social Work Agency to secure a sustainable social work workforce provides an important route to progress this work. This should be explicitly connected to the workforce requirements of Plan 24–30, while recognising that keeping the promise requires aligned workforce conditions across social work, social care, health, education, justice and the third sector.**

Sustained leadership

Commitment to keeping the promise has sustained beyond electoral and parliamentary cycles. This is important as across western democracies, the 'care system' is typically considered as a 'wicked problem', one which is deeply embedded in structural inequality and complex system dynamics and cannot be addressed within a single parliamentary term. Internationally, Scotland's work is seen as leading with over 40 countries taking an active interest in progress.

To reinforce and sustain leadership through the final phase of work, Government should:

- Strengthen cross-portfolio leadership arrangements for keeping the promise
- Embed the reform programme within core government structures rather than treating it as a ministerial priority requiring periodic renewal
- Ensure continuity of reform focus through political transitions
- Establish clear national ownership and accountability for delivery

The Independent Strategic Advisor's programme of work is designed to support continuity with her timeframe straddling parliamentary cycles specifically to sustain commitment and mitigate against the risk of short-termism.

- **This will ensure that the Scottish Government sends a strong signal of support to all involved in the work of change and to those the promise was made to.**

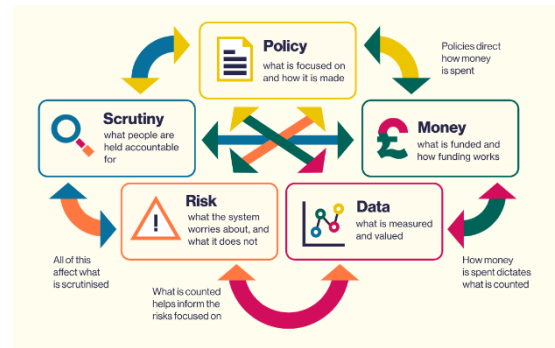
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Use [Meeting in the Middle](#) as an organising framework for reform

These issues represent the recurring bridges and barriers to keeping the promise, identified through analysis of more than 160 documents from over 100 organisations with statutory duties.

Used as a practical organising framework for reform, they also represent the inter-linked public sector reform levers to turn systemic barriers into bridges and broad ambitions into implementable tests for change.



The five barriers – and the reforms required to bridge them – are:

systemic barrier	structural bridge required	primary government levers
Fragmented and siloed policy	Explicit cross-portfolio alignment around shared outcomes	NPF reform; Plan 24–30 integration; Cabinet sub-committee governance
Short-term, siloed funding	Pooled, long-term investment linked to outcomes	Spending review; cross-cutting budgets; prevention investment framework
Narrow, fragmented data	Shared evidence architecture including lived experience	Data sharing legislation; Promise Story of Progress; linked longitudinal data
Poor understanding of and response to risk (system and human)	Clear lines between authority, responsibility and accountability	Governance reform; alignment that enables coordination; decision-making; delivery architecture
Backward-looking scrutiny	Scrutiny that enables learning and drives improvement	Audit Scotland remit; Care Inspectorate frameworks; scrutiny network reform

- Using the Meeting in the middle tool will create an enabling environment for change, helping surface and address the barriers to change, accelerate the pace of change and empower system owners to take a problem-solving approach to challenging the status quo.

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5.4 Measure success

♥ Create measurable outcomes for human experience

There is a need to move beyond measuring system efficiency alone. Government should develop measures that reflect whether people experience improvement in their lives. In the context of keeping the promise, this means developing indicators focused on:

- Stability of relationships for children and care-experienced adults
- Reduced harmful intervention and unnecessary disruption
- Improved early family support and reduced crisis demand
- Increased trust in, and participation in, the services that affect people's lives
- Better long-term outcomes across education, employment, health and wellbeing for care-experienced people

- **Government must ensure measures of what matter sit alongside, and carry equal weight to, national and organisational performance data in assessing progress and effectiveness.**

♥ Make keeping the promise the human test of reform effectiveness

Ultimately, the success of public service reform should be judged not only by structural change or organisational efficiency, but by whether children, families and care-experienced adults experience:

- Greater stability in their relationships and living arrangements
- Earlier access to support, before difficulties escalate
- Less crisis, less harmful intervention, and less unnecessary disruption
- More dignity, voice and genuine participation in the decisions that affect their lives
- Better outcomes across the course of their lives

- **When Scotland aligns policy, legislation, funding, data and accountability around shared purpose, keeping the promise will become the clearest available evidence that lasting, whole-system public service reform is achievable at national scale.**

6. Evidence Base: Recurring Failure Themes Across Scottish Scrutiny

The structural arguments in this briefing are grounded in the findings of Scotland's principal scrutiny bodies over the past decade. Viewed collectively, a consistent pattern of systemic weakness emerges.

Failure theme	Care Inspectorate Learning Reviews	Audit Scotland Performance Audits
Fragmented information and data	Information held across agencies not shared or synthesised; no single picture of risk	Data quality poor; performance monitoring weak; organisations cannot demonstrate impact

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Weak accountability in complex systems	Agencies involved but no clear lead; uncertainty about who is responsible for follow-through	Partnership structures create shared responsibility without clear ownership; 'everyone responsible, no one accountable'
Failure to translate strategy into delivery	Plans made but actions not assigned, timescales unclear, outcomes not monitored	Strong national strategies; limited implementation planning; inconsistent local delivery
Insufficient focus on prevention	Cumulative harm missed; focus on incidents rather than patterns	Resources follow demand pressures; preventative services underdeveloped; benefits not measured
Short-term funding instability	Not a primary focus	Short-term grants prevent strategic planning; particularly damaging for prevention programmes
Workforce capacity and capability	Contributing condition to failure rather than primary finding	Recruitment difficulties, retention challenges, skills shortages identified across sectors

The Auditor General's recurring conclusion is that Scotland is often better at designing ambitious reforms than demonstrating their implementation, impact and value. This finding recurs across health and social care integration, community justice, preventative spending, digital transformation and children's services.

These are the systemic condition that Plan 24–30 is specifically designed to address.

7. Questions for Government

The following questions are offered to support structured discussions on how government could approach the next phase of reform. They are drawn from the analysis above and reflect the decisions most likely to determine whether Scotland keeps the promise by 2030.

strategic opportunity	structural challenge to address
How can the commitments in the Programme for Government be used to remove the structural barriers identified through Plan 24–30 and accelerate progress towards keeping the promise by 2030?	How to move beyond policy-specific decisions and into a coherent strategy for delivery across government?
How will the forthcoming reforms of local governance, social care, health and public bodies be tested against their impact on	How to configure the machinery of government to build on existing commitments and set a clear path for integrated reform?

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children, families and care-experienced adults and the requirements of Plan 24–30?	
How can the Prevention Unit, Prevention Investment Framework and forthcoming spending decisions be used to shift resources towards whole-family support and prevention without destabilising essential current provision?	How can policy, legislation, funding and data be more deliberately connected to shared outcomes, rather than organisational priorities?
What cross-portfolio governance and accountability is now required to ensure the individual structural reforms in the Programme for Government combine into a coherent system capable of keeping the promise?	How to prevent fragmented governance, ownership and accountability across portfolios and reform programmes, so that individual structural changes are aligned around a shared purpose, with clear responsibility for resolving cross-system barriers and delivering collective outcomes.
How can the Promise Story of Progress be embedded as a standard approach to measuring public service effectiveness?	How to give experiential evidence equal institutional weight alongside national and organisational data?

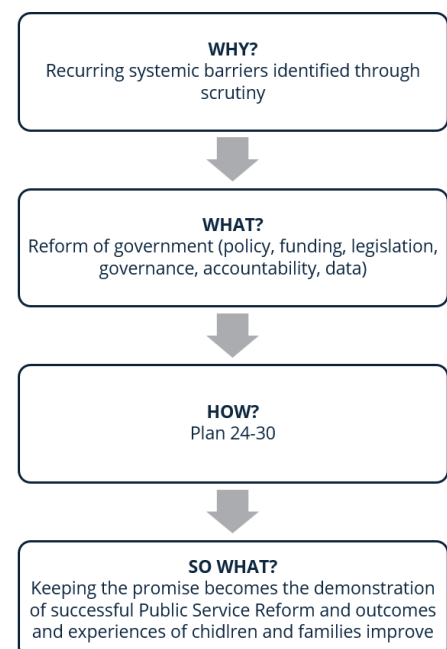
8. Conclusion

Scotland is past the halfway point between the commitment made in 2020 and the 2030 deadline for keeping the promise.

There is no deficit of ambition, evidence or, following the Programme for Government, commitment to structural reform.

The remaining challenge is implementation: whether the reforms now being taken forward can deliberately align the structures Government controls – policy, legislation, data, funding, accountability, governance and scrutiny – around shared outcomes.

Keeping the promise provides a concrete means of testing whether that reform is succeeding.



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By 2030, success means that keeping the promise to children, families and care-experienced adults is business as usual, it is what Scotland does. With public services demonstrably organised around meeting the needs of people, in places to meet outcomes. Prevention has been translated into practice. Accountability drives improvement rather than compliance. And Scotland's shared national purpose has overcome institutional boundaries. In keeping the promise, Scotland will not only have improved the lives of a specific group of children and adults – it will have shown how lasting, whole-system reform can be delivered at scale.

Appendices

The following appendices provide the supporting analysis:

Appendix	Content
Appendix A	Aligning Scotland's strategic frameworks: the National Performance Framework, Public Service Reform Strategy and Plan 24–30
Appendix B	From structural alignment to integrated delivery: opportunities for Public Service Reform and keeping the promise
Appendix C	Recurring systemic failures in safeguarding: evidence from Learning Reviews and Joint Inspections (2015–2025)
Appendix D	Recurring structural barriers in Scottish public services: evidence from Audit Scotland performance audits