

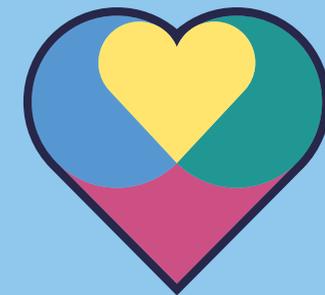


#KeepThePromise

October 2020

Contents

- 3** Introduction and 'Hello' from Fiona Duncan
- 5** What needs to change to **#KeepThePromise?**
- 10** Questions
- 12** What is the role and responsibility of The Promise Team?
- 16** What is my role to **#KeepThePromise?**
- 18** What are the priorities?
- 24** Where do we start to **#KeepThePromise?**
- 32** What is The Promise Partnership?
- 35** How to make sure The Promise is kept?
- 39** What will The Promise Team do?



#KeepThePromise

On 5 February 2020, the Care Review **published seven reports**, with **'the promise'** narrating a vision for Scotland, built on five foundations.

With cross-party support and broad commitment to **#KeepThePromise**, Scotland, its statutory agencies, local authorities, third sector and thousands of children and families knew that much needed to change to make sure that all Scotland's children grow up 'loved, safe and respected.'

'the pinky promise' made sure that Scotland's children could understand The Promise that had been made to them.

That vision must become a reality.

As outlined and detailed in **'the plan'**, there is an urgent need for a cross sector, multi-agency and collectively owned **Plan** to drive the work of change.

This work is difficult and will require ongoing challenging conversations. Much of what Scotland is doing may look like it is sufficient to **#KeepThePromise**, but does not in reality serve the children and families it is intended to reach.



The Promise will always work collaboratively, acknowledging that context of change is difficult whilst driving and reaching for better. It can and it will be done.

Hello

Having chaired the Care Review, I was appointed by the Deputy First Minister to continue the work of change. The Promise has been set up to drive and support the work of implementation, and to ensure via the **Oversight Board** that change happens at pace.

'the promise' outlines an approach to family and to care that will mean that Scotland can truly be 'the best place in the world to grow up.' To achieve that, there is considerable work to be done.

This document sets out The Promise's key priorities **until 2024** (in line with the phasing outlined in **'the plan'**) and how The Promise intends to operate, the support it will offer and the work it will lead to ensure Scotland does **#KeepThePromise**.

Before the Care Review concluded there were arrangements to have meetings with agencies with responsibility in and around the 'care system.' However, Covid-19 disrupted those with many organisations having to significantly change work patterns and practices to meet the new reality.

To create a cross sector, multi-agency and collectively owned Plan, The Promise needs your views and input, for if implementation is to be achieved and lead to transformational, long-lasting change, all of Scotland must be involved.

There is a programme of work over the coming months to devise **The Plan** set up to ensure, wholesale understanding of the work of change.



Thank you for recognising your role in this important period of change and for what you will do to make sure all of Scotland's children grow up loved, safe and respected. Together we will make the changes that Scotland's infants, children and families called for in the Care Review and deserve.

With very best wishes,

A handwritten signature in black ink that reads "Fiona".

Fiona Duncan, Chair of The Promise

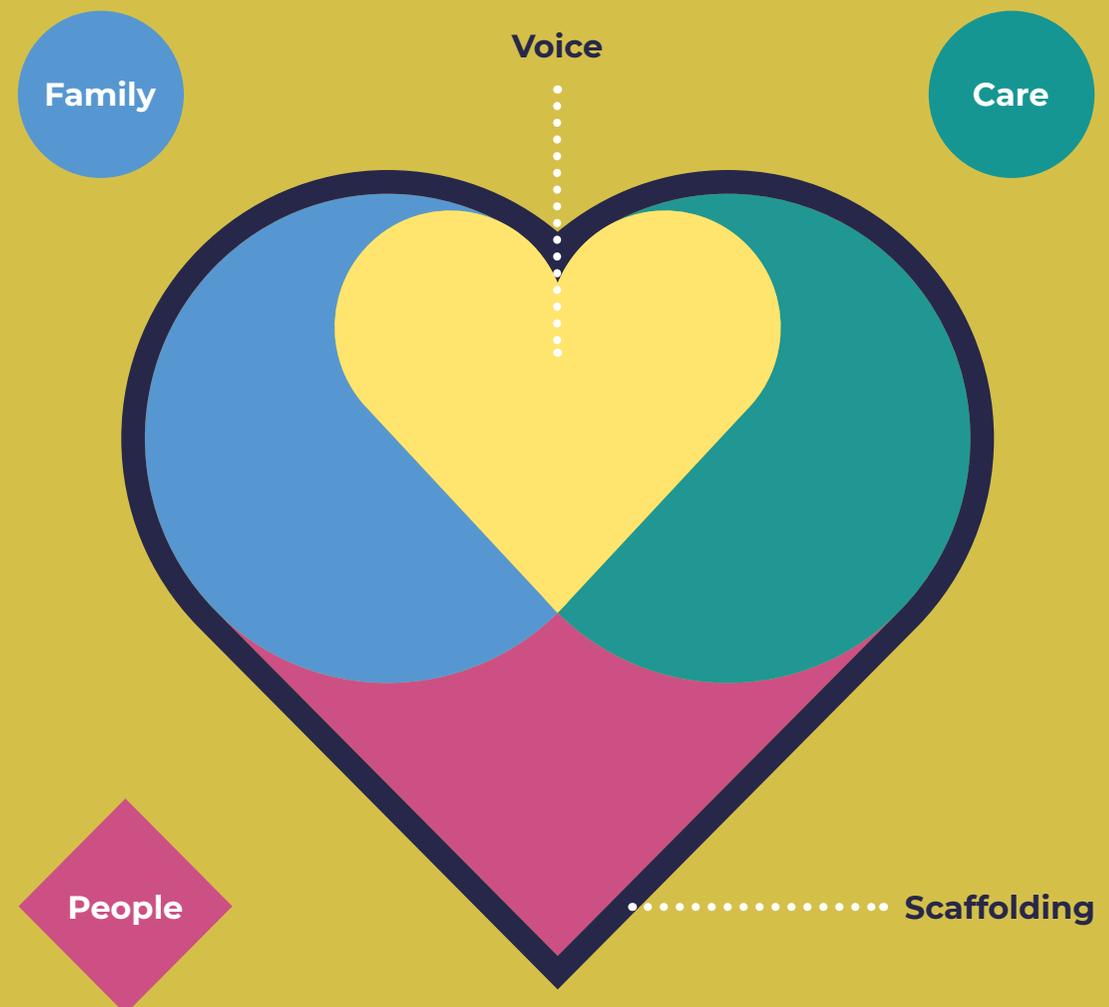
What needs to change to #KeepThePromise?

5,500 voices told Scotland what needs to change.

The First Minister of Scotland – on the 5 February 2020 when The Promise concluded – made clear her, **“political and personal commitment to turning the report’s vision of how we must care for our most vulnerable young people into reality as quickly as possible.”**

The whole landscape of systems and services that interact with children and families needs to shift. **‘the promise’** makes clear the extent of change required, but the outcomes that Scotland needs to achieve are simple and reflect Scotland’s existing commitment that all children **“grow up loved, safe and respected so they can fulfil their potential”** ¹.

1. The National Performance Framework



What needs to change to #KeepThePromise?

Infographics of the Five Foundations and all the calls to action are available here on the **Care Review website**. The Promise will publish sector specific briefings to help organisations understand the change needed.



Voice

Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focused on children and those they trust.



Family

Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties that get in the way.



Care

Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

Realising this shift requires:



People

The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.



Scaffolding

Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.



These are the five foundations that underpin #KeepThePromise

Throughout this document, you will be asked to think about what #KeepThePromise might look like with some examples given. These suggestions are all in yellow boxes and are designed to help you think more about your role and purpose in Keeping The Promise.

The five foundations were a reporting mechanism to reflect the totality of the work of the Care Review, but they are not necessarily the right structure to consider implementation. In order to **#KeepThePromise** organisations will need to consider the totality and the complexity of the lives of children and families.

What needs to change to **#KeepThePromise**?

After reading this document and taking time to think about what your organisation could do over the coming years to **#KeepThePromise**, you might settle on something along the lines of what follows.



What it might look like for your organisation to **#KeepThePromise**

Organisations will appoint Promise Keepers, who will have responsibility to make sure we have the systems, processes, culture and practices in place to **#KeepThePromise** and that we are measuring ourselves against what matters to the children and families we support.

The Promise Keepers will work with all colleagues in all teams to develop then oversee the implementation of a set of actions for our whole organisation to take in furtherance of The Promise.

This will include but not be limited to the following:

- Participation will be embedded in all interactions with children and families in and on the edge of care to ensure that they are meaningfully involved in all decisions about their lives.
- We will invest in advocacy services to make sure that all children and families have access to independent advocacy.

What needs to change for The Promise to be kept?



What it might look like for your organisation to #KeepThePromise

- All our work with families will focus on keeping them together wherever safe to do so and if this is in keeping with their wishes. This will include multi-agency, cross-sector work focused on the needs of the family. This will be how we measure success. We will change practice and culture to consider separating families a failure on our part.
- The priority for children that cannot stay with their families will be a loving home and staying there for as long as needed, alongside their brothers and sisters where safe to do so. We will measure this as well as the other things that The Promise told us matter like placements. We will move towards ending restraint in all residential settings.
- Our workforce will be encouraged to develop trusting relationships with children and families. This will involve having the time and support. Our workforce will be measured against their ability to embed listening and compassion into their decision-making and care.

Our organisation will work with The Promise to ensure this programme of change is supported and resourced.



This document is intended to support you in working out how you and your organisation can #KeepThePromise to Scotland's infants, children, young people and families.

The Promise is offering Webinars to help you find your role in the work of change, please sign up at: www.thepromise.scot/webinars

These will follow up engagement work throughout October and November. All of the information, proposals and commitments received will be collated into a '**cross sector, multi agency, collectively owned Plan.**'

Should you wish anything you provide to remain confidential, that will be respected. That **Plan** will then be put before the **Oversight Board** at their first meeting.

Immediate programme of work

October

Recruitment for the **Oversight Board** with a majority of members with lived experience of the 'care system.'

#KeepThePromise engagement to help organisations find their role in the work of change.

November

Recruitment for the majority care experienced **Oversight Board** ongoing.

Engagement with organisations ongoing with The Promise Team available to help and support.

December

Consolidation period to discuss plans with organisations and review commitments.

Oversight Board recruitment finalised.

Engagement process reviewed and collated to form the basis of **The Plan**.

January

Oversight Board – meeting one; agenda item one: **The Plan** (with a view to its ratification).

Questions

This section brings together all the questions asked throughout this document and in the order that they appear, starting from page 17 and going through to page 38.

However, please do not limit your response to this engagement period on these and let us know all the work you are and will be doing to **#KeepThePromise** as well as what will enable that progress and what will get in the way.

-
- 1** What do you need from The Promise Team to understand their role and responsibility and what you can and can't expect from them?
What ways of working would support collaboration between you and The Promise Team?

 - 2** How will you involve the care community and lived experience in your plans to **#KeepThePromise**?

 - 3** What initiatives in and around the 'care system' you think need to be considered to ensure they are fully aligned to **#KeepThePromise** – including what needs to cease?

 - 4** What networks and groupings currently exist that can support collaborative change?

 - 5** Lived experience must be in the room to plan for a new landscape of care. Who else in your view must also be there?

 - 6** What help do you need to properly reflect the Scottish Approach to Service Design in order to **#KeepThePromise**?
-

Questions

The purpose of this **document and The Promise Team's** engagement **during October and November** is to enable all organisations who have a role and responsibility to **#KeepThePromise**, work out what they need to do and by when during the first three years of change and to prepare for the next six. The engagement is also to enable organisations to understand the system adjacencies.

-
- 7** What internal mechanisms do you have to measure change? How will these mechanisms need to change to include measurements of what matters to children and families?
-
- 8** What data do you capture and can it be used to monitor progress towards your organisation being able to **#KeepThePromise**? What other data sources do you need to understand your current position?
-
- 9** What are your procurement and commissioning arrangements that facilitate or inhibit progress?
-
- 10** What role must The Promise play in unlocking the barriers from service innovation to wholesale implementation?
-
- 11** What are your current barriers to **#KeepThePromise** and what are the opportunities you have to make change?
-
- 12** Are there any additional target areas the **Oversight Board** should be considering?
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What is the role and responsibility of The Promise Team?

The Promise is responsible for translating the findings of the Care Review into **The Plan** for change.

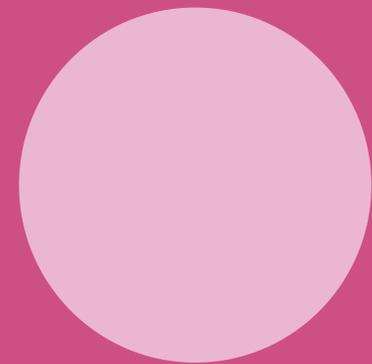
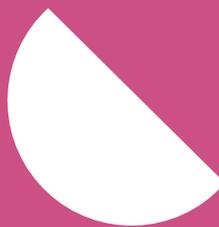
The Plan will be phased across ten years from 2020-2030, with the initial phase focused on the urgent and immediate changes during years 2-4. These are the things that will have the greatest impact on the lives of children and young people and their families.

Throughout October and into November, The Promise Team will make themselves available to help all stakeholders committed to changing shape to define their role and responsibility.

This engagement will lead to a consolidation period, where all responses will be reviewed and The Promise Team will get back to you to help review commitments.

All information will be synthesised into an overarching, multi-sector **Plan** that will be presented to the **Oversight Board** at their first meeting in January.

In the meantime, The Promise Team continues to support change.

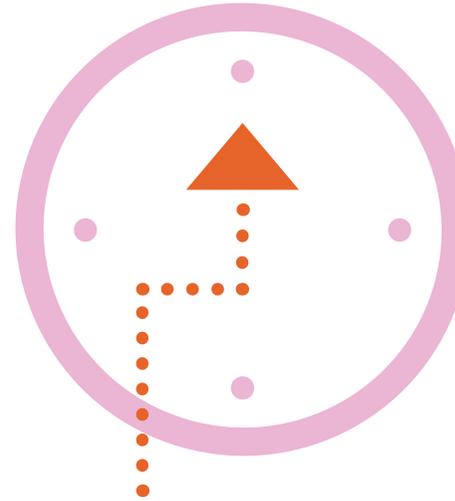


What is the role and responsibility of The Promise?

The Promise is responsible for driving the change needed across all sectors and within and between organisations to implement **The Plan** – at pace.

The Promise Team can help shape and drive the change required, ensuring it is sequenced in a way that maximises success – but it cannot deliver it. This needs a collective and collaborative commitment to an entirely new approach, building on the bridges for change and unblocking the barriers to progress.

Change in such a complex landscape can feel overwhelming, with the route through to a new way seeming unclear. The Promise will act as a compass, supporting everyone to find the way through the complexity to make sure the totality of the ‘care system’ is moving in the same direction.



The Care Review was clear that the ‘care system’ is not and does not operate as a cohesive system. The services and supports for children and families and their ability to navigate them are influenced by the societal constructs and operating environment.

As narrated in **‘the money’**, poverty has a pervasive effect on families and communities that in turn has a contributory causal relationship to the ‘care system’.

What is the role and responsibility of The Promise?

The Promise is responsible for acknowledging and reflecting the societal context of care ensuring **The Plan** is responsive to the current societal context.

The impact of economic, social and political events over the 10-year period for implementation will undoubtedly influence the realisation of change. The Promise will always be alive to that change, reflecting the context in which the 'care system' is operating and ensuring that **The Plan** is always reflective of current reality.

The Plan will be ambitious, it will require commitment, strength, humility, and honesty. And it must be enacted so that Scotland's children grow up *'loved, safe and respected.'* Its phases will not be static, they will adapt to changing circumstances – like Covid-19 – to ensure they are flexible and agile enough to adapt to meet the needs of infants, children and young people and their families in the ever-changing external environment. It will support work to communicate with the people of Scotland about the lived experience of care in ways that avoid stigma that uphold children's rights.

The Promise will regularly publish progress being made against **The Plan**, focusing on what matters to infants, children and young people and their families.

The eventual location for The Promise Team is currently being scoped, with the team incubated in Scottish Government until March 2021. The optimum location for The Promise will be one that can ensure the team retains the independence that the Care Review had to speak to and support – and challenge – all parts of 'the system' that need to change their shape, thinking, attitudes and assumptions.

The Promise Team operates independently and will continue to do so. Crucially, The Promise will work towards its own obsolescence. It will not become part of the fabric of the system.

Please see more information about the structure of the team on **page 39** of this document .

What is the role and responsibility of The Promise?

The Promise's sole reason for being is to facilitate and support change, wherever that change needs to happen to make sure **The Plan** is honoured and embedded.

It will do that by advising, resourcing, collaborating and holding to account the work undertaken by all those with responsibility to implement The Promise.

Central to this will be embedding the voices and views of infants, children and young people and their families in the day-to-day practices.

Making a commitment to **#KeepThePromise** will mean that The Promise Team can get alongside you and support the work of change within and around your work area.

Change must happen at pace. The timeframe of implementation spans childhoods. It is vital that everyone understands their role and the care community can be confident in the work. The Promise website will be continually updated with clear, accessible communication about the progress of implementation so that the work is transparent, and the barriers are exposed.

The Promise is accountable to the those with lived experience of Scotland's system of care and will report annually to ensure that the way **The Plan** is being implemented works.

The Plan's priorities will focus on all endeavours that are working towards efforts to **#KeepThePromise** and progress against it will be open and transparent and accountable to those that the 'care system' is intended to care for.

It is vital that active, meaningful participation and listening become part of the 'business as usual' for all of Scotland's services. The Promise will model that approach by being accountable to those it seeks to serve.

The Promise will keep listening and reflecting – working for change, collaborating to unlock barriers and embed new approaches, is not a static nor linear process. It must continue to evolve, and as it does, at all times, The Promise will be accountable to those with lived experience of Scotland's system of care.

What is my role to **#KeepThePromise?**

As you are reading this, you have acknowledged that you are part of what is referred to as the 'care system' and have expressed your commitment to change shape to **#KeepThePromise**.

Thank you.

During the engagement period, organisations will be asked to re-state their commitment to **#KeepThePromise**, this time articulating what their role is in delivering change – specifically **what** they will do and **by when**.



What it might look like for your organisation to **#KeepThePromise**

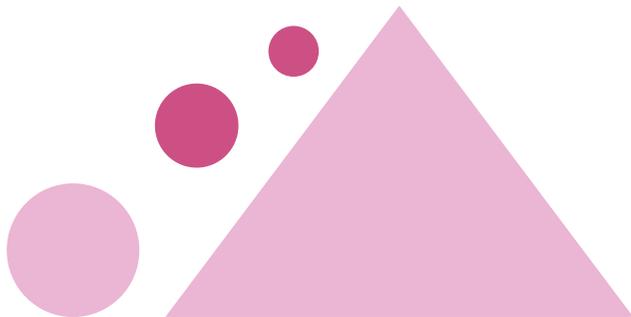
Our organisation will restate its commitment to The Promise. We will make internal statements to our staff team and make a public commitment.

We will use this time to listen to children and families on the edge of care to understand what they want our priorities to be and what the impact of Covid-19 has been. We will also ask our staff for their views.

We will look at our organisational measures of success.

What is my role to #KeepThePromise?

The work to **#KeepThePromise** will involve: listening; system change; service redesign; collaboration; reallocation of resources; introduction of new measures of 'success'; recalibration of risk; culture change; flexibility to adapt to ever-changing context; breaking down of barriers; making radical adaptations / ceasing work that is not aligned; there will be a sense of urgency – plus huge amounts of commitment and humility.



As on pages 8 and 9, you will see **questions** that The Promise would welcome your responses to.

Only by working together can Scotland #KeepThePromise and this document is intended to support that.

Please do not be restricted by these questions, respond with your thoughts and questions.

Question 1

What else do you need from **The Promise Team** to understand their role and responsibility and what you can and can't expect from them?

What ways of working would support collaboration between you and **The Promise Team**?

What are the priorities?

The Promise's priorities reflect everything the Care Review heard.

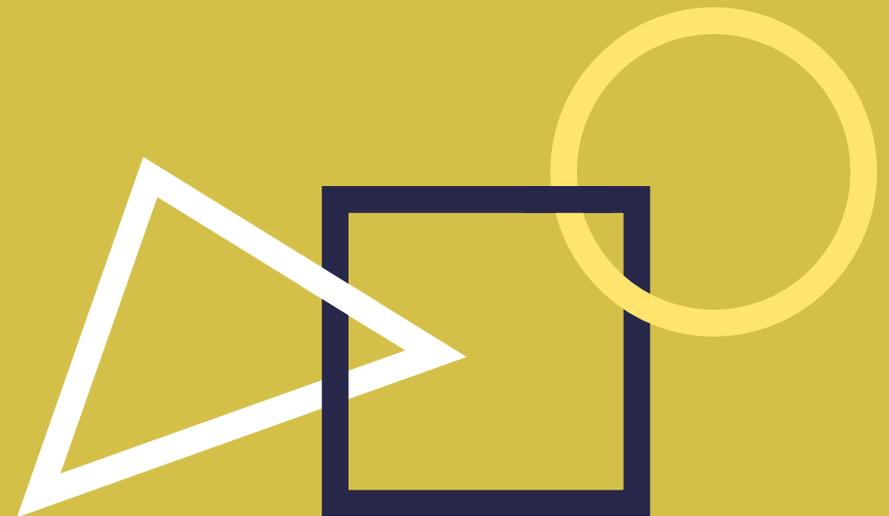
Whole Family Support

More children must stay with their families, whenever it is safe to do so.

As stated in '**the promise**', Scotland must acknowledge the overwhelming evidence of the pain and trauma removal has caused children, families and communities. However, the shift to keep more families together must mean a more creative and thoughtful approach to family support with the needs of families and their views at the centre of decision making and service design.

At a systemic, policy level that must address the pervasive and persistent impact of poverty on families ability to stay together.

There must be a holistic understanding of family that is not limited by care setting. For grannies and grandads, aunties and uncles, sisters and brothers, 'kinship' is simply an extension of their family.



What are The Promise priorities?

Whole Family Support

Many types of families need support to continue to care so that all children can fulfil their potential. How services meet the needs of all families must be different.

There is much that is good, with people working hard and caring, being there for families, empowering and supporting them. But as the Care Review heard and Scotland knows from extensive evidence, having a good 'care experience' is far from universal.

Whole family support services will be a priority for The Promise, with a focus on what support works to keep families together and support wider families to continue to care.

This work must also look at how children and young people living in the 'care system' return to living with their families if that is what they want and it is safe to do so.



What it might look like for your organisation to #KeepThePromise

We will make sure that all our local services that support children and families with a variety of challengers such as poverty, substance misuse, school attendance and housing feel coherent, holistic and relational. Local service providers know and understand the importance of doing everything to keep families together safely.

Families have a key role in the design of family support services.

What are The Promise priorities?

The Supporting Structures

The Promise will support those with structural and system responsibility.

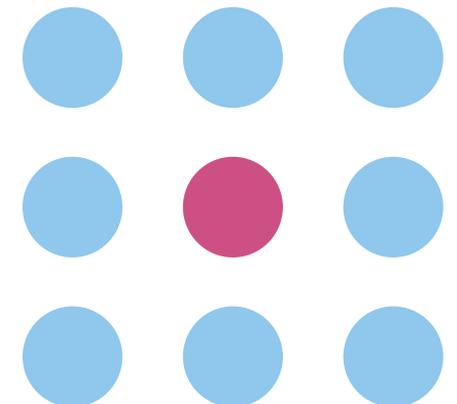
These are organisations that do not have direct relationships with children and families but do have significant responsibility for the landscape and operating environment of the 'care system.'

The landscape is cluttered, the system is complex and there are many stakeholders with overlapping and sometimes competing responsibilities. Many of the barriers to change are well known.

Whilst Covid-19 has, and will continue to have, a profound impact across Scotland, it has not caused the challenges that infants, children, young people, families and those with lived experience of Scotland's system of care face. Those issues were present before the pandemic.

However, the pandemic has required a shift out of old patterns of organisational behaviour and demonstrated an ability and willingness to do so. In order to #KeepThePromise Scotland will need that willingness to do things differently to translate into a willingness to be different.

Many of Scotland's organisations have a responsibility to shift and to change that will include but not be limited to those with decision making, inspection and regulatory responsibilities.



What are The Promise priorities?

The Supporting Structures

Best intentions and good practice are too often thwarted by policy silos, dislocated budgets, prescriptive legislative frameworks and data sets that do not speak to each other with the needs of families and care experienced children and young people too often lost.

Many of the structural barriers to wholesale change are well known:

- Datasets that do not speak to each other or collect the right information at the right time.
- Varying organisations serving the same people with different structures, frameworks, evidence bases and priorities.
- Lack of policy coherence across sectors serving the same population groups.
- Finances defined by and restricted to policy areas.
- Structures that do not provide for clear lines of responsibility for children in the 'care system'.

- Commissioning practices that stymie cohesive, long term provision.
- Decision making structures that are not well placed to reflect the inherent complexity of family life and uphold children's rights.
- Budgeting cycles that do not allow for strategic planning and certainty.
- Siloed funding and delivery mechanisms which do not allow for the whole person or whole lives to come into view.

The Promise will work with all those with key responsibility towards infants, children and young people in and on the edges of care for them to find their role and responsibility within The Plan so that their change programme for the first three years (2021/22-2023/24) can be devised, implemented and monitored – with the care community at its heart.

What are The Promise priorities?

The 'care system'

Whilst family support is being built, so that more children live with their families, the present 'care system' remains. That does not mean that what Scotland currently has can stand still, there must be strategic planning for a new landscape of care.

'the promise' was clear that the whole landscape of the built estate and provision of care must change shape. That is most acute in relation to residential settings away from home, Young Offenders Institute, Secure Care and Residential Care Homes.

There must be a fundamental rethink of the nature, purpose and delivery of the models of care away from a family or family-like setting.

Ultimately there must be far more alternatives for community-based support (including specific support for children and young people who have been sexually abused) to reduce the numbers of children and young people in the secure care estate. The criminal justice system must work to ensure new provision for 16 and

17 year olds to prevent them from being sentenced or spending time on remand in Young Offenders Institutions. And the practice of care placements being sold to other parts of the United Kingdom has to end.

Shifting the landscape of away from home provision will take time. Phase 1 (2021-2024) will be used to:

- Design a new therapeutic approach for children and young people who need intensive support away from home.

Question 2

How will you involve the care community and lived experience in your plans to **#KeepThePromise**?

Question 3

What initiatives in and around the 'care system' do you think need to be considered to ensure they are fully aligned to **#KeepThePromise** – including what needs to cease?

What are The Promise priorities?

The 'care system'

- Strategically plan for provision of residential services that meets Scotland's needs, including piloting of new approaches.
- Cease aspects of the 'care system' that are not in line to **#KeepThePromise**.
- Plan the new approach to 16 and 17 years olds caught up in the justice system.
- Work with data reporting and service providers to drive a significant reduction in the use of restraint.

The Promise will bring together partners to plan new models of approach. It will ensure that the governance relationships between existing structures and the **Oversight Board** are clear and robust.

The aim of which will be that from Phase 2 (2024-2027) onwards, there is a significant reduction in the numbers of children and young people who live away from a family setting, and that any setting outside family meets the needs and upholds the rights of young people for whom it is the best place for them to be.

Question 4

What networks and groupings currently exist that can be used to support collaborative change?

Placement availability, the built estate and the need to maintain capacity must not drive decision making. The rights of the child, their own needs and their voice must be at the centre of decisions about what is best for them.

Question 5

Lived experience must be in the room to plan for a new landscape of care. Who else in your view must also be there?

Where do we start to #KeepThePromise?



Through the Stop:Go programme, The Care Review worked collaboratively with those with responsibility for the structures of the 'care system' to understand the bridges and barriers to change and The Promise will build on that work.

The Scottish Approach to Service Design (SAAtSD)

The Office of the Chief Designer (OCD) has developed an approach that places lived experience at the heart of policy and service design.

The **Scottish Approach to Service Design** aims to support and empower people to actively participate in the definition, design and delivery of their public services. This applies to a spectrum of activities from policy making to live service improvement. The approach sets out an expectation that policy makers, representatives from relevant sectors, organisations and citizens and service users will collaborate fully using participatory methods.

This aims to:

- move beyond vertical 'initiative focused thinking' and silo working, towards holistic child and family-friendly and centred approaches and national outcomes.
- reset the relationship between children and families and the state, with accessible, inclusive and attractive ways of taking part in decision-making that matters to them.

The **SAAtSD principles** will underpin organisational approaches to **#KeepThePromise** ensuring collaborating and re-design at scale, empowering and equipping those impacted by policy and service decisions to have their voices heard.

Honest Assessment: Diagnostic of the starting point

The Plan has to start with an assessment of where the system is currently, what it is doing and what it needs to do to **#KeepThePromise**.

The Care Review made clear that each part of the 'care system' is in a co-dependent, symbiotic relationship with its adjacent parts. It is simply not possible to isolate any one aspect of the system. The Promise must create an environment for whole system change, with the various 'actors' understanding the overall system view and interdependencies that make up the whole experience for children and families.

That understanding of the whole system must also reflect improvement and implementation science and that the burden of risk, that is necessarily associated with change of this scale, is shared across and between organisations. This work is difficult.

Change across the landscape of care will be hard but collaborative work makes space to have the tough, hard conversations early on to get Scotland to a far better place.

As with the Care Review, The Promise will take an approach characterised with appreciative enquiry, create safe spaces for shared working and pushing through what needs to happen, bringing together those with shared responsibilities and system adjacencies to make collective change.

As with the Care Review, The Promise will not attach shame or blame to identifying barriers to change – the operating environment has for too long stifled collaboration.



The Stop:Go team at the Care Review mapped the stakeholders across the entire 'care system' and their relationship to the change that needs to happen. Since then, the response to the Care Review's conclusions provided a good starting point for change.

It is the responsibility of The Promise to create an overall plan for change and support all agencies to identify and occupy their role and responsibility and understand their starting point. The responsibility for change will be wider than the commonly understood 'care system.' As the work develops it will necessarily include those with strategic responsibility for planning, employment and broader economic opportunities.

Design Support

Within The Promise is a Planning, Design and Implementation Unit (PDI Unit), working closely with the Office of the Chief Designer that will support those with responsibility to implement **'the promise'** in their context and community.

Proactive engagement will include sessions with organisations to understand what they need to work collaboratively and in line with the principles of the SAtSD.

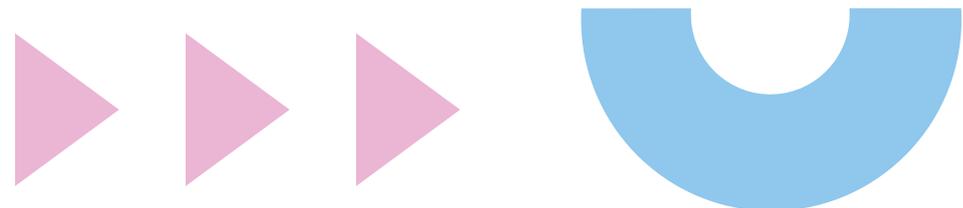
This work will include the Scottish Government – it has committed to implement the conclusions of The Care Review. As barriers to change exist across the system it is without question that many of the system barriers to change are the responsibility of the Scottish Government.

The Promise recognises its obligation to support change at all levels.

The Promise will hold the big picture, making sure everyone understands what needs to happen at levels beyond their own organisational remit to change the experience for infants, children, young people and families.

Design Support will look like:

- **Design delivery:** Grounded in the SAtSD with the needs of the communities the system seeks to serve at its heart, the PDI unit will support redesign, improvement and tests and pilots to trail blaze new approaches where needed.
- **Capability building:** Including the development of bespoke training programmes to help teams across the public sector redesign the system consistently and in line with standards.



Design Support

- **Community building:** To drive collaboration and remove siloed working, develop communities of interest to allow knowledge sharing and communication at scale.
- **Shared learning:** Through communities of interest, supporting the roll-out of learning from successful trailblazers so they can be adopted / adapted to fit the local context, as well as making sure the findings from Significant Case Review and the Scottish Public Services Ombudsman are embedded all across Scotland.
- **A shared approach to evaluation:** To ensure everyone understands the benchmarks and shares in the performance indicators to support change.

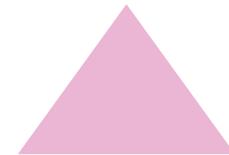


What it might look like for your organisation to #KeepThePromise

Care experienced young people may work or study outside of their local authority area, but their potential support services are all located where they live rather than where they spend their days. Our organisation will work with other local authorities to develop collaborative approaches to meet the needs of care experienced young people who work and study.

Question 6

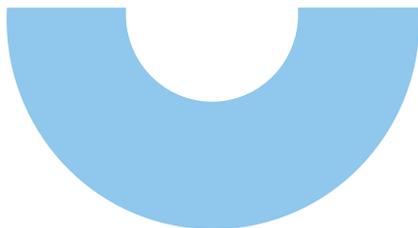
What help do you need to properly reflect the Scottish Approach to Service Design in order to #KeepThePromise?



Improving Scotland's Data

There is a need for an overarching framework that can monitor whole system change and set targets to track progress. Scotland does not have a framework to collect the right data at the right time and place it within the context of wider evidence.

Put simply, Scotland needs to develop a human approach to data, capturing what matters to infants, children, young people and their families.



To get to the place where there is a framework to give all those with responsibility the tools to monitor progress there is work to be done.

The Care Review identified strong links between those with lived experience of care and socio-economic circumstances and 'system' adjacencies such as education and justice. The current data is unable to tell the real-life story or fully understand the care journeys including what happens when people leave the 'care system'.

The Promise will map all data that relates to the care journeys of Scotland's children and adults. This work will be done to illustrate the complete picture of the data Scotland collects, the level it is collected at and the information it gives on experiences and outcomes.

The majority of current data is 'care system' data that does not reflect the person. To shift this incomplete and wrongly focused data picture, The Promise will focus on what matters to children and their families and develop a data framework that reflects that.

Question 7

What internal mechanisms do you have to measure change?

How will these mechanisms need to change to include measurements of what matters to children and families?

Improving Scotland's Data

The Promise will work with decision makers and data providers and holders to influence their approach to bridge the gap between what is currently collected and what Scotland needs to know. This will require adjustments to existing datasets and new ways of collecting and linking data which can be future proofed. It will also require attention paid to collection methodologies, commissioning systems, data usage and data frequency and publication.

Question 8

What data do you capture and can it be used to monitor progress towards your organisation being able to **#KeepThePromise**?
What other data sources do you need to understand your current position?



What it might look like for your organisation to #KeepThePromise

Our organisation will adapt our approach to how we measure what we are doing so that it reflects what is important to children, their families and care experienced adults and work with The Promise on 'early warning indicators' to prompt action should things change or move off track.

A new approach would place traditional data collection as one source of evidence within a wider context to make sense and improve understanding. Priority would be placed on data and evidence which documents and monitors what is identified as important by children, their families and care experienced adults.

It would be responsive and include early warning indicators which are actively monitored and used to prompt action should things change or move off track.

Resourcing

The Human and Economic Cost Model that underpinned the work of **'the money'** and **'follow the money'** narrated both the cost of the current 'system' and the impact of poverty and lack of preventative spending.

This model, its collation and analysis methodologies will be made available to all parts of the system that need to better understand how their money is spent, and where changes can be made to 'invest better'.

Question 9

What are your procurement and commissioning arrangements that facilitate or inhibit progress?

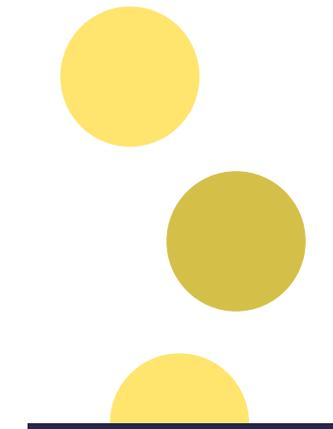


What it might look like for your organisation to #KeepThePromise

Currently funding and resources align with the way the system delivers support rather than what families need.

We will make a shift by understanding need from the perspective of the whole person and whole family. It would result in new funding models designed and implemented involving collaborative working, pooled budgets and shared resources which can drive the resourcing of support and services which holistically meet the needs identified.

The model will be developed into a useable, functional tool for organisations to use to reprofile spend to prevention, intervention and whole family support.



Tests of change

Much of the change needed to the structures of the system will require thought and testing of new approaches. **'the promise'** was clear that proliferations of reviews that impact on the 'care system' must cease during implementation so that there is a one system approach to change. However, that does not mean that new approaches to change should not be tested.

Many of the sectors that must make change will need to test new approaches.

'the rules' outlined the complex legislative landscape that exists around the 'care system.' Whilst the first phase of change is not the right time for wholesale legislative reform there must be an enabling legislative environment to test new approaches. The Promise will work with Government and national agencies to facilitate that enabling legislative environment.



What it might look like for your organisation to #KeepThePromise

At present Scotland only inspects a setting of care, not the journey in and out and the decisions that surround the life of infants, children and young people. We will test a new approach to life journey inspection that will form part of a testing process to improve inspection and regulation frameworks.

All tests must align with **The Plan** and it is likely they will be required across a range of sectors. The Promise will propose tests to meet system change needs and service gaps. It will aim to identify partners who have expressed a willingness to change and offer a range of support to ensure the tests meet the needs of children and their families.

National system change and service re-design tests must be developed with The Promise to ensure they are aligned to targets and have reporting routes into the **Oversight Board**. To ensure alignment, The Promise must be engaged in all tests of change to offer support.

Leaders, those who have active responsibility and a commitment and energy to change, will have an important role to play as they demonstrate that change is possible and forge paths for others to follow.

What is **The Promise Partnership**?

As stated by the Deputy First Minister in Parliament on 16 July, these funds will form the basis of The Promise Partnership which will leverage a whole family approach.

“The Promise Fund will provide start-up funding to enable preventative action and early intervention approaches to be put in place. Over time, the work that is funded by The Promise Fund will become a key part of our new normal: a normal which supports families where they need it, when they need it and for as long as they need it, and listens to them when they speak.”

The Promise Partnership is underpinned by the simple aim that family support should facilitate children remaining with their families, wherever safe to do so.

‘the promise’ articulated what families need to thrive, that support must be empowering and holistic, and it must recognise the realities of people’s lives.



What is The Promise Partnership?

The principles of intensive family support as outlined in **'the promise'** will guide the work. Before and throughout the pandemic, Scotland has done a lot of thoughtful, reflective work about what good family support looks like. There is a lot Scotland already knows. What is missing is the gear shift needed so that families can get holistic support.

The Promise Partnership will promote and support the ways of working that will be crucial to **#KeepThePromise** – listening to act; change system and redesigning services; working in authentic collaborations; reallocating resources, including money; new and different ways to measure 'success'; recalibration of risk; a change to culture – all to maintain a relentless focus on working with and for children and their families.

Utilising £4 million allocated from Scottish Government and with input from Scotland's funders and philanthropists, The Promise Partnership is much more than a fund. The fund will open following the conclusion of this engagement period, once it is clear how all organisations are working to **#KeepThePromise**.

The Promise Partnership team (and wider community) will support those who want to embed **'the promise'** into public services to refining thinking, building partnerships, and deeply engaging children and families and care experienced people.

The Promise Partnership will create a culture of learning where critical reflection and agility to move forward is openly encouraged with public service leaders provided with necessary support to develop ideas and embed service redesign.

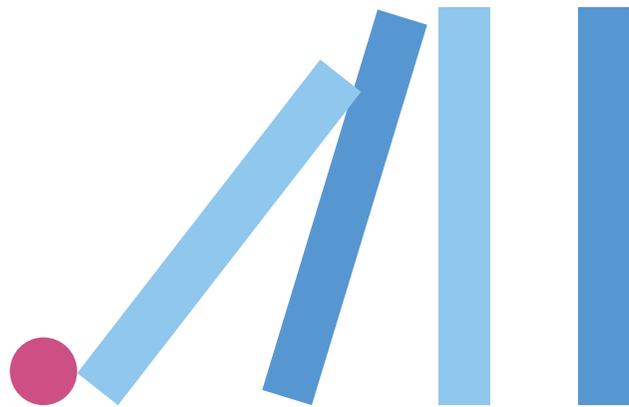
Question 10

What role must The Promise play in unlocking the barriers from service innovation to wholesale implementation?

What is The Promise Partnership?

'the promise' highlights the reality of families' lives. They do not live in vertical lines. It is simply not possible to disaggregate the families' lives into neat policy and delivery boxes.

The Planning, Design and Implementation team under the banner of The Promise Partnership will work to ensure that family support services, whoever they are delivered by, work to support and empower families.



However, innovation alone has never been enough – there is a history of projects and practices, that have been demonstrated to work, not being embedded across Scotland. Where innovation has demonstrated its effectiveness, new approaches must become part of the way of working and become business as usual.

The barriers that prevent innovation being implemented must be overcome.

The Promise recognises that it must provide a role to mediate and challenge for policy, legislative and budgetary changes where needed. The policy work that The Promise will undertake will focus on breaking down the barriers to change, wherever they exist, so that the local policy challenges are dealt with locally and national policy and practice are challenged and changed where needed.

Question 11

What are your current barriers to **#KeepThePromise** and what are the opportunities you have to make change?

How to make sure The Promise is kept?

The **Oversight Board** is a key component in the work of change.

Chaired by Fiona Duncan, recruitment will take place over the rest of 2020 and meet for the first time in January 2021. As with the Care Review, at least 50% of its membership will have lived experience of care.

It will hold Scotland to account. 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.



How to make sure The Promise is kept?

Accountability across the 'care system'

The requirement for change sits with many organisations, including Scottish Government itself. There are groups and forums that are already charged with responsibility for change in and around the 'care system.'

A full governance map of all the forums and strategic boards that relate to the 'care system' will be produced as a result of this engagement. The **Oversight Board** will ensure that there are governance relationships across the 'care system' to ensure the work to **#KeepThePromise** has a sufficiently expansive perspective.

Decision makers, inspection frameworks and professional regulation standards all contribute to the scaffolding that surrounds the lives of children and families. All need to be part of the work of change.

The Promise will work closely with those entrusted with system responsibility and The Scottish Government to ensure that those structures uphold the rights of children and young people and their voices are listened to.

It is vital to ensure that all those with responsibility work collectively, collaboratively and creatively to overcome the barriers to change.

Commitment to change must come with accountability. As outlined above, The Promise will work closely with those parts of the system that need to change shape to ensure that they understand their role in the work of change and have robust governance relationships with The Promise to monitor that change.

The Promise will take responsibility for its own role in driving and supporting change – and welcome being held to account by the care community for its actions. No part of the landscape can be exempt from scrutiny and challenge.

Understanding the impact of the pandemic

The Promise will produce a new baseline, so that The Promise and all those with implementation responsibility understand the current operational context.

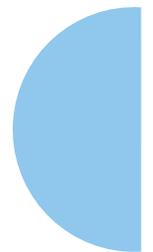
The evidence base which underpinned The Promise started with the experiences that Scotland's care experienced infants, children and adults and their families had of the 'care system'. It used data and evidence from a wide range of sources and sectors to better understand the drivers of these experiences and what it felt like to live in and around the 'care system'. Many of the challenges identified were long-standing, systemic, structural and cultural.

The global pandemic has acted as an additional driver for change and presented its own contradictions: undoubtedly Covid-19 brought additional challenges and increased pressures for many children and families; some reporting that they received more compassionate support than ever before; some reflected that the reduction in 'support' took the pressure off the family allowing them breathing space.

A gap has therefore emerged between the experiences of Scotland's care experienced children and adults and their families pre-Covid-19 and their experiences now.

The Promise is working to synthesise data and evidence on the impact the pandemic has had, and continues to have, to build an evidence base of the journey through Covid-19 and to understand the current reality of experiences and circumstances.

This work will build on the Care Review's **Evidence Framework** to provide clear sight of the impact the pandemic has had, as an extension of what was already experienced by many.



Indicators

To hold Scotland to account for the change required, a set of timebound indicators will be developed to keep Scotland on track to **#KeepThePromise**. The targets and indicators will be set with the **Oversight Board** in early 2021 and with understanding and engagement with stakeholders as a result of the planning work. Whilst the development of targets will be a process, 5,500 voices that spoke to the Care Review knew what needed to shift.

All indicators and targets will be set with full engagement and listening to the care community and their families so that what matters is what is measured.

In light of that engagement, the **Oversight Board** will develop a set of indicators, to ensure progress can be accurately tracked as it moves towards:

- More children remaining with their families, wherever it is safe to do so.
- All families being supported to thrive.
- Children who live away from their families belonging to a loving home and feeling loved.
- Children, if removed from their families, living with their brothers and sisters wherever it is safe to do so.
- Children in the care of state who live apart from their brothers and sisters are able to maintain relationships with them and other people who matter to them whenever it is safe to do so and in line with their wishes.
- A significant reduction in the use of restraint with move towards its cessation.
- Young people who are currently in the 'care system' either staying in their care setting as they enter adulthood (if they want to) and when ready being fully and completely supported to move on.

Question 12

Are there any additional target areas the **Oversight Board** should be considering?

- Young care experienced adults being properly and holistically supported, recognising their needs and rights in relation to housing, education, finance and employment and relevant health services.
- Care experienced people being able to access advocacy services and legal advice if required.

As with everything The Promise does, the process for target setting will include engagement with the care community who live and have lived in and around the 'care system.'

What will The Promise Team do?

The Promise is made up of four units:

Governance and Strategy Unit

This team will work with the **Oversight Board** to hold Scotland to account to **#KeepThePromise**. It will lead the engagement work to develop **The Plan** to take it to the **Oversight Board** for their input and ratification, setting the expectations of change required across Scotland to **#KeepThePromise**.

This team is also responsible for the operations of The Promise ensuring that as an organisation it is fulfilling its functions and accountable to the care community.

Evidence and Policy Unit

This team will have responsibility for establishing the targets associated with changes to bridges and barriers. It will develop a new evidence base and monitoring and evaluation framework and work with partners to develop a new approach to human centred data.

This team will also work closely with the Planning, Design and Implementation team to roll out the Human and Economic Cost Modelling work to unlock budgets.



What will The Promise Team do?

Communication and Engagement Unit

This team will be the first port of call for everyone interested in Keeping The Promise. It will make sure everyone knows what they have to do to **#KeepThePromise**.

It will also maintain the momentum of the need for change, to tell the stories of the work to **#KeepThePromise** and demonstrate the staging posts on the road to full implementation.

Planning, Design and Implementation Unit

This team will build on the stop-go work of the Care Review to support change at local level, including a bespoke suite of support and creation of shared safe spaces to collaborate at national level, driving system change and service re-design.

The team will get alongside all those with responsibility towards care experienced infants, children, young people and families to embed The Promise across the public service landscape.





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