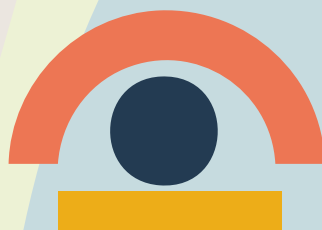


# Recruitment of Oversight Board Members

April 2025



**the oversight  
board**

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for the promise

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# Hello

## from David Anderson, Chair

Promises are simple, in that they are either kept or broken.

On 5th February 2020, Scotland promised to properly care for all infants, children, and families in need of support. Since then, progress has been made, but there remains much to do for this promise to be kept to all children, families and care experienced adults, across Scotland, every single day.

Scotland has begun to develop a fit-for-purpose approach to how it scrutinises and governs delivery of public services and the systems that underpin them: one that focuses on, and prioritises, experience and outcome. Change is happening. However, until we see transformational change – promised by 2030 – the work of The Oversight Board is essential.

Since being established in early 2021, in pursuit of its function to report on the pace and performance of change to keep the promise, The Oversight Board has produced three honest and challenging reports that highlighted both progress and barriers to change.

It has now begun work on the fourth and needs new members: people with the knowledge, experience and skills that will help support the necessary change. We have gaps to fill to ensure we can do our job and help keep the promise.

The Oversight Board is looking for applicants with an interest in – but not exclusive to – poverty, education, health and homelessness. You might be an academic, involved in scrutiny and inspection or connected to an umbrella body. You will be joining a group over half of whom - like me - have lived experience of Scotland's 'care system'.

The Board particularly welcomes applications from people from diverse backgrounds: your voice needs to be heard.

Please get in touch.

## David Anderson

Chair of The Oversight Board



# Keep the promise: the story so far

Between 2017 and 2020, the Independent Care Review heard the experiences of over 5,500 care experienced infants, children, young people, adults and members of the paid and unpaid workforce had of Scotland's 'care system', and their vision for what needed to change.

This vision was set out in [the promise](#), which reflected what was heard and detailed the foundations that Scotland's care for its children and families must be built on:



## Voice

**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 and caring decision-making culture focused on children and those they trust.

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## Family

**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 which get in the way.

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## Care

**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.

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## People

**People:** The children that Scotland cares for must be actively supported to develop relationships with people who support them. These people must be supported to listen and be compassionate in their decision-making and care.

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## Scaffolding

**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 required.

# What is The Oversight Board?

The Oversight Board is a body of people from relevant backgrounds who have the combined skills, knowledge, and experience to fulfill the function of reporting on Scotland's journey as it strives to keep the promise. Its make-up reflects the Independent Care Review's governance, with at least 50% of its membership having lived experience of care. It met for the first time in January 2021 and immediately started work to fulfil its purpose: to report on Scotland's progress towards its responsibility to keep the promise. [Minutes of all The Oversight Board's meetings can be found here.](#)

The Oversight Board produce reports aimed at informing the care community and the Scottish Parliament with regards to the progress being made. It is also intended to be read by everyone who has a part to play in keeping the promise— and all those in Scotland who want to monitor the progress being made. In May 2021 [Report ONE](#) was published, with [Report TWO](#), published in June 2023. [Report THREE](#) came out in February 2025.

The Oversight Board has a Chair, David Anderson, who works together with The Promise Scotland to ensure members are supported and have all they need to produce an up-to-date and honest assessment of Scotland's progress.

[You can find the Terms of Reference for The Oversight Board here.](#) These are being updated in 2025.

# What do The Oversight Board Members do?

The Oversight Board is responsible for the task of monitoring, tracking and reporting on Scotland's progress to keep the promise.

Oversight Board Members:

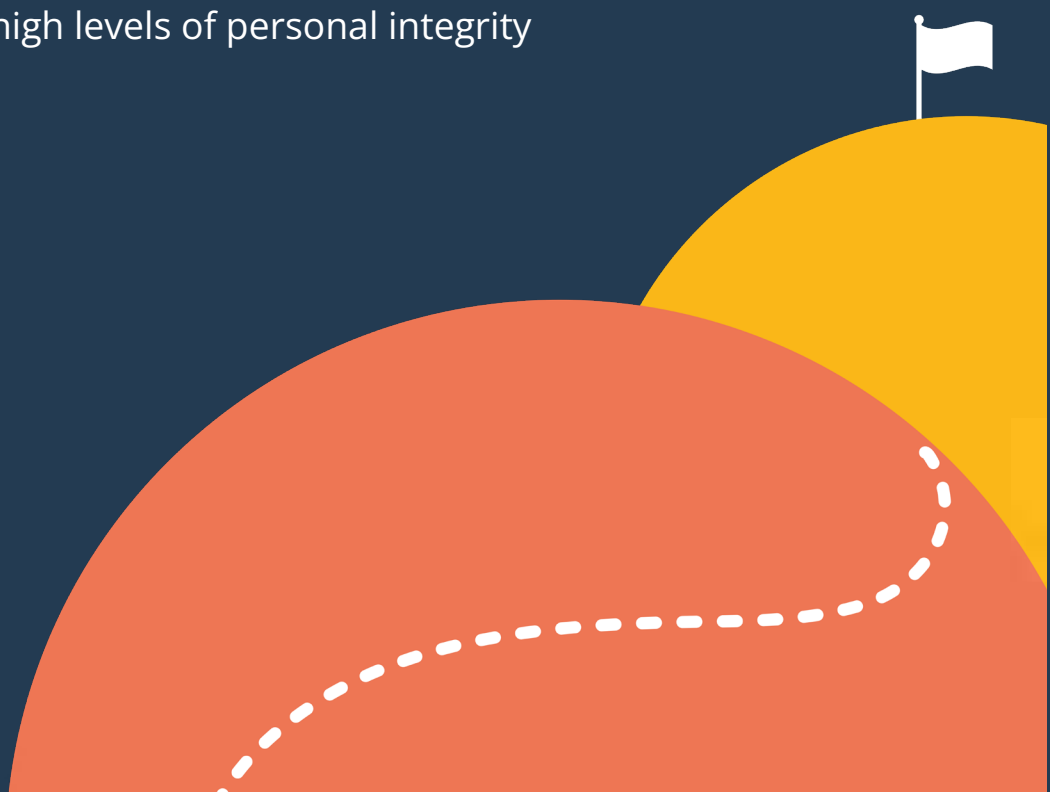
- **Provide critical analysis** on the progress made to keep the promise all across Scotland, to:
  - **Establish** if the change demanded is happening in keeping with the promise's vision and at pace, then **identify** where those with responsibility for change are not fulfilling their obligations.
  - **Understand** what obstacles are getting in the way of change, then **identify** how to overcome them.
  - **Challenge** poor performance.
- **Consider and agree** on the content of the progress reports for the care community and to the Scottish Parliament.
- Be willing and able to **bring an understanding** (personal and/or professional) of Scotland's system of care to the responsibilities and accountabilities of the Board.
- Work as **an ambassador** of the promise, promote and present the work externally, including opportunities to speak to the media, and develop and maintain good relations and effective networks with relevant stakeholder groups.

One thing an Oversight Board Member will never be expected to do is share details of their own personal history. No one is expected to do this - ever. Every Member is offered continued support: the well-being of Members is paramount.

# What makes a good Oversight Board Member?

## Oversight Board Members are:

- Committed to realising the vision of the Independent Care Review
- Determined to support change
- Brave, with a willingness to hold those with responsibility to account
- Dynamic and flexible
- Approachable
- Compassionate, with a willingness and ability to listen carefully to alternative perspectives
- Honest, with very high levels of personal integrity



# The Oversight Board Members have...

Experience of building relationships and connections with lots of different people, including people who do not agree with them or see things from their point of view. Being able to communicate clearly and effectively is really important.

An understanding of the breadth and depth of the current 'care system' and the various adjacent parts (including, but not limited to, housing, poverty, health, addiction, domestic abuse service, justice services and supports.)

An understanding of the complexity of the current system of care and the challenges this may present to Scotland to keeping the promise.

Examples of working in partnership with others inside and outside of organisations, including working together to influence change effectively.

Good networking skills, with an ability to establish excellent relationships with a wide range of people, maintaining and building effective and successful connections.

Strong and clear communication skills, capable of delivering messages to a variety of audiences to build a sense of passion and engagement.

Empathy with high levels of emotional intelligence, able to understand other peoples' needs and positions.

Honesty, with very high levels of personal integrity.

The ability to work cooperatively as part of a group, and clearly understand its respective roles and responsibilities.



# How does The Promise Scotland support Oversight Board Members?

The Promise Scotland team provides The Oversight Board with secretariat support. This means they organise the meetings— venues, papers, facilitation and speakers, contracting specialist support, and making sure the website pages are kept up-to-date.

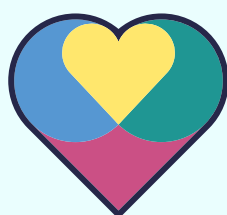
The Promise Scotland team manages the rolling Board Effectiveness Review and organises training, mentoring and support for all Board Members as and when they need it. The team also make sure that free, confidential counselling services are available to all Board Members.

The Oversight Board meets five times a year. It also plans visits to better understand the bridges and barriers to keep the promise. Each Board Member is asked to give 12 days of their time each year. This is a an appointment term to work on the next two reports, with the option of an extension.

Appointment to The Oversight Board is not a public appointment, but Members will be offered remuneration in line with similar public body appointments at £225 per day.

There will likely be other occasions in which Board Members will be invited to work on behalf of the promise, and those will be offered on the same remunerated basis.

Fee claims and expenses are processed by The Promise Scotland team.



**the promise**  
scotland

# How do I apply to become an Oversight Board Member?

If you believe you understand and are committed to helping Scotland keep the promise, please consider joining The Oversight Board by following the instructions below.

## Conflicts of Interest

Given how many organisations have a responsibility to keep the promise, it is likely that some people who are involved with these organisations will be interested in joining The Oversight Board. If this is you, please consider any conflicts of interest there might be for you in becoming an Oversight Board Member. A conflict of interest does not rule you out, and The Promise Scotland team can answer any questions you may have: please get in touch.

The application process will assess the management of any actual or perceived conflicts of interest. Please let us know of any conflicts of interest you think there might be in your application. These can then be discussed during the application process.

Once appointed, it is the responsibility of Board Members to let The Promise Scotland know if any new conflict of interest arises, or might arise, between work as a Board Member and anything else you are involved in personally or professionally.

[The Oversight Board Register of Interests](#) is updated annually and published.

To apply, please answer the following five questions:

1. Please outline the experience, skills and knowledge you would bring to The Oversight Board.
2. Please give an example of how you've used those skills, experience, and knowledge in collaborative work.
3. Please outline what you think are the most challenging aspects of making sure Scotland does keep the promise, and therefore the unique tasks of The Oversight Board.
4. Please outline where you think there are opportunities for Scotland to move faster to keep the promise.
5. Finally, please tell us a bit about yourself, what your interests are, and what you would like the recruitment panel to know about you.

Applications can be in writing or a short video (max 4 minutes).

The Oversight Board is committed to the personal and professional development of the care experienced community and we aim to ensure the application and interview process supports this.

All interviews will be held online.

**The closing date is Monday 5 May 2025.**

Please send your answers to the questions, your contact details, and an up-to-date CV if you have it, by then to:

By post:

Recruitment,  
The Promise Scotland,  
Charlotte House,  
2 South Charlotte St,  
Edinburgh,  
EH2 4AW

By email: [theoversightboard@thepromise.scot](mailto:theoversightboard@thepromise.scot)



# Recruitment timeline

