

Freedom of Information Request
Received 21 November 2023, 10:00

Item 1 - A full minute/note of this session that was taken in private

No notes were taken during the closed session. Pursuant to Section 17 of FOISA, we do not hold information that relates to your request.

Item 3 - A copy of the discussion paper as referred to in the minute

The Promise Oversight Board Discussion Paper on Report ONE

Setting the Scene and Overseeing
Change



the promise
scotland

Discussion Paper on Report ONE has been drafted for The Promise Oversight Board and is intended to inform the discussion at Meeting SIX. It should be read alongside:

- **Note on Purpose, Content, Tone, Audience (October Meeting)** emailed to The Promise Oversight Board on 13th October 2021, saved on the shared drive, with a reminder summary in the accompanying paper. The agreement reached on **purpose, content, tone and audience** will act as a 'litmus-test' during the discussion.
- **Item 3, Paper 2** included in the **Meeting SIX Board Book** which proposes a process to be followed between now and 31st January 2022 to develop **Discussion Paper on Report ONE** into **Draft of Report ONE** then **Report ONE** ready for publication, including design.

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Note from The Promise Oversight Board

When the Independent Care Review concluded in early February 2020, and its conclusions were accepted in full right across the Scottish Parliament, Scotland had a once in a generation opportunity and significant momentum for change.

Scotland must make change, and it must also ensure that change is sustainable and felt by children and families, today *and* in the future.

The creation of The Promise Scotland shortly after, dedicated to build on commitment to the implementation of the Independent Care Review with a dual role of oversight and support, offered real hope that things would be done differently.

The oversight role focused on ensuring change is not built in the image of the current 'care system' and was coupled with the support role to ensure a thoughtful and smooth transition from old to new.

This moment in 2020 was filled with optimism - optimism to build a new approach to collaboration and partnership; optimism to make change at pace; optimism to tackle the longstanding implementation challenges Scotland has faced.

The unexpected arrival of COVID-19 the following month brought new challenges whilst exposing the reality and roots of the issues the Independent Care Review heard that children and their families faced.

Suddenly, the issues faced by families were more widespread, affecting more families than ever before, and could be seen through the lens of the pandemic and the impact it had.

But this experience of isolation, missed opportunities, educational disruption and lack of contact with friends and family was already the everyday reality of children and young people who experienced Scotland's 'care system' at its very worst.

The truth is, large numbers of children and families were already struggling before COVID-19 arrived. Scotland already had a job to do, and it had made the commitment it would do it by 2030 at the latest.

Keeping that promise must be the bedrock of Scotland's COVID recovery. Treat with urgency supporting the families who relied on the state before the pandemic, but did not get what they needed, acknowledge that, for many, their situation is worse. Seek out the families who are now more vulnerable to an intervention of the state, more likely to experience child removal because of the impact of COVID on their lives, and include those who had babies during the pandemic, isolated, without social or professional support.

Critically, do better by those children and young people growing up, in and around the care system, who told the Independent Care Review what needs to change, and who got a solemn promise that they were heard.

Scotland must not fail this generation.

The Promise Oversight Board was born in this context, one year after the publication of the Independent Care Review's conclusions.

And here we are reporting for the first time, another year on.

It would be remiss of us now to not acknowledge the extent to which the pandemic has got in the way of the work of change to #KeepThePromise. It would also be remiss of us to allow Scotland to live with the illusion that the challenges its children and families live with are all because of the pandemic, or to accept that lack of progress to date is all unavoidable or understandable.

We are concerned that, two years on from the publication of the promise, we continue to see the introduction of new initiatives, improvements and structures without proper consideration given to the impact they will have on the lives of children and families, without full identification and understanding of the problem they are supposed to fix and without sufficient alignment to existing work underway.

The pandemic was unexpected and the resources it demanded were unavoidable. The Scottish Government's proposal to create a National Care Service that includes children and families, the destabilization this brought as well as the resources it diverted from work to #KeepThePromise, was not.

We are appalled that, in 2020, twenty-four care experienced children and young people died. Sons, daughters, brothers, sisters, friends and families suffering unimaginable grief. This was in the year Scotland made its promise to care experienced children and young people, yet there were more deaths than in the previous six years. Twenty-four children to whom the promise was not kept.

We are troubled that, two years on from the promise being made, there are still care experienced children in Polmont.

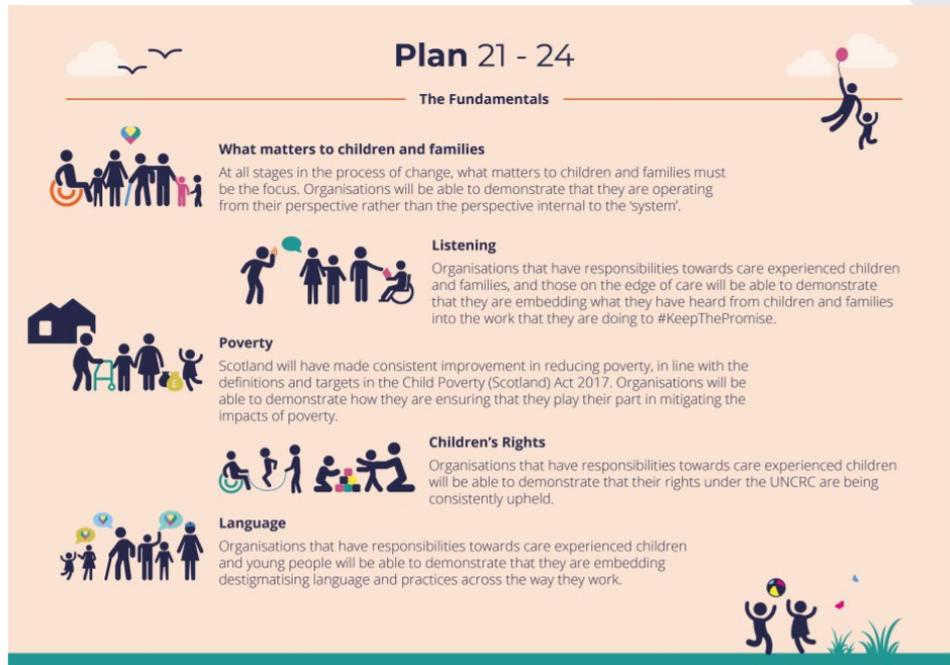
We hear language being used carelessly, without thought given to those who need to hear those words used to describe them.

We hear children and their families described using acronyms because it is easier for the 'system'.

Children and families continue to be excluded from decision making about their lives, given inappropriate and insufficient, often downright inhumane, 'solutions'.

Families still struggle, day in day out, unable to access the support they have been promised.

In short, the promise is not being kept. A focus on the fundamentals – what matters to children and families, listening, poverty, children’s rights and language – is still not the minimum standard; an expectation we do not feel is unrealistic two years on from the promise.



This is not good enough.

Should work continue at this pace and level of disconnection, the promise Scotland made to its children and families will not be kept.

As Change Programme ONE shows, there is some evidence of progress and there is work underway to ensure that we know this is translated into change felt by children and their families.

Right now, this does not feel sufficient to #KeepThePromise by 2030 at the latest.

However, as with all change, there are pockets of hope.

Including the army of people across Scotland, getting out of their bed every single day committed to #KeepThePromise, to challenge the status quo and to do better.

There are children and families who tell us that things have changed for the better for them.

The Promise Scotland has strong relationships with The Presiding Officer of the Scottish Parliament and good working and developing relationships with the corporate body team. They are very keen to develop a strong public engagement programme around cross policy areas.

These signs of hope allow us to continue to believe that Scotland will #KeepThePromise if finds ways to work together, cohesively and collaboratively, and at pace, centred on what matters to children and families.

Consistently and all across Scotland.

We will remain Scotland's biggest cheerleaders in its efforts to #KeepThePromise, and Scotland's critical friend.

We will maintain our unwavering focus on what matters to children and families and the change Scotland needs to make to #KeepThePromise.

We will not shy away from calling out where that is not happening and challenge virtue signaling where we see it.

And we will continue in the open and transparent way we started until we are confident that the promise has been kept.

The Promise Oversight Board, February 2022

FEEDBACK POINTS 1, 2 & 3

Setting the Scene

From February 2020 to February 2022...

Following the publication of the Independent Care Review's seven reports in **February 2020**, at the heart of the cross party, cross sector commitment to change, there was a promise. Scotland's children and families were promised that more would be done to keep families together, and that the 'care system' would transform to provide the love, safety and respect that all children need to grow up and realise their full potential.

In **May 2020** the work to drive that transformation and implement the conclusions of the Independent Care Review, began. This work was incubated within Scottish Government and focused on creating the structures required to drive and oversee change.

The Promise Oversight Board was established in **January 2021**. We were recruited through an open application process, following an overwhelming response which reflected the determination that the vision outlined by the Independent Care Review would become a reality. After a thorough and careful process, twenty people were appointed, with over half of us having personal experience of the 'care system.' Fiona Duncan, who Chaired the Independent Care Review, was Ministerially appointed as Chair of the Promise Oversight Board.

We cannot make change happen – only those organisations with responsibility for the Scotland's 'care system' and 'services' nationally and locally can do this.

But we do as a Board have responsibility for the task of monitoring and tracking Scotland's progress to #KeepThePromise. And we're taking that responsibility seriously, asking others to do the same.

Commitment is a crucial first step, but this is transformational reform on an unprecedented scale. Making sure that progress is sufficient in both its pace and quality requires close and careful oversight, support, encouragement – and challenge.

Following a process of review by the Oversight Board, in **March 2021**, The Promise Scotland published Plan 21-24. It was devised collaboratively, marking marked a new way of working together across sectors to co-create a single, multi-agency, collectively owned plan which sequences and frames the work required to #KeepThePromise over the first three years. This organising framework for Scotland describes the changes needed now and in the immediate future to #KeepThePromise by 2030, as well as the collective effort required to make them happen.

It was closely followed in **June 2021** by Change Programme ONE, which began to track the activity to #KeepThePromise underway across Scotland and provide a central picture of it. Using Plan 21-24 as the organising framework, it also began the work of creating a space for reflection on what was (or was not) happening, and whether pace and progress was enough to #KeepThePromise.

The Programme for Government in **September 2021** was a tangible demonstration of the continued political commitment to #KeepThePromise. The announcement of £500 million for a whole family wellbeing fund acknowledges the need for significant and sustained investment delivered in a joined up cohesive way.

Since early last year, we have met as a Board every second month to consolidate as a group, to reflect on and shape our role and remit in relation to monitoring and reporting, to discuss and understand the work underway across Scotland, what is working and what is getting on the way, and to agree the assessment and statement we want to make on Scotland's progress to date to #KeepThePromise.

The minutes of all our meetings are published online.

Published in **February 2022**, this is our first report.

It could be tempting to view the 2-year period, between the Independent Care Review concluding in February 2020 and now, as a short period of time in the context the work needed to effect change on this scale. But it is a significant proportion of a childhood and a long time to wait from the perspective of children and families whose lives are impacted by the current 'system'. Creating the conditions for change is important and making sure they are right is critical, but the change required is urgent and children and families cannot wait any longer. Improvements must be made now, with attention and consideration paid to the sustainability of those changes and the impact they have.

FEEDBACK POINTS 4, 5 & 6

Supporting Scotland to change...

It is widely accepted that Scotland has challenges with implementation, with reasons well documented. When the 'system' does not function as a system, these are exacerbated.

The Promise Scotland was established at the end of **March 2021**. It is an independent, non-statutory company owned by Scottish Ministers, operating under a Board of Directors. Its purpose is to support and drive the work to implement the conclusions of

the Independent Care Review and provide the means to monitor and report on Scotland's progress towards #KeepThePromise.

Since then, with Plan 21-24 as a guide, The Promise Scotland has been focused on engagement across Scotland to identify gaps in implementation planning, building work programmes to fill them, identifying support needs and exploring monitoring structures. With Change Programme ONE providing a first snapshot of progress.

Further information on the work The Promise Scotland does to support organisations and bodies across Scotland to #KeepThePromise will be detailed in The Promise Scotland's Annual Report in (date tbc).

Our job as The Promise Scotland Oversight Board is distinct. It is to look beyond warm words of commitment and intent, and to look for action, change, delivery.

FEEDBACK POINTS 7 & 8

...and making sure it does

Progress can be made without change ever being felt by those who need it, and a lack of focused monitoring and oversight aligned to what matters has been missing from previous implementation efforts. The role of overseeing the progress made, making sure it translates into change at national and local levels and that the pace is sufficient to #KeepThePromise belongs to us, The Promise Oversight Board members.

There is a need for balance in our oversight. Scotland must gather and understand the necessary information to feel confident that progress is moving in the right direction but must also purposefully move forward with a sense of urgency, knowing that no one has all the answers, if they even exist at all. The balance between the old system - proven not to work but currently relied on by children and their families - and embedding the new and improved ways of working that better support those who need it, must be carefully managed. It is not possible to turn off one 'system' and simply switch on another.

To strike this balance, oversight of progress to #KeepThePromise must be carefully considered in the context of information on the work being done to support Scotland to get there.

We, as members of The Promise Oversight Board, are reliant on The Promise Scotland and the organisations it supports providing us with information on the changes they are making and the impact they are having, to allow us to be sure that the promise is being kept.

FEEDBACK POINT 9

How will we assess and report progress?

The Independent Care Review heard a clear message - that it is the quality of the experiences and relationships that children and families have that counts and makes the biggest difference. One of the reasons that Scotland has historically found it so hard to drive change across the lives of care experienced children and families is that the data picture does not reflect what really matters.

Change does not happen in a vacuum, and sustainable change does not happen overnight. Priorities must be enacted within ever shifting landscapes and alongside competing agendas. That is not easy and those with responsibility across the lives of children and families must do this work within the context of the external environment. Some elements of that external environment are more challenging than ever, such as the impacts of COVID and the recovery from it, while other elements have been present a long time, acting as background barriers and hurdles, such as the lack of policy alignment, cohesive thinking, how commissioning works (or doesn't), practice and culture.

To carry out our oversight responsibility, The Promise Oversight Board needs to be able to galvanize and drive change by being a critical friend to Scotland, by surfacing where things are working well to allow support to be given, but also by calling out where things are not working or where not enough is being done to #KeepThePromise to ensure progress remains on track.

To do this, we must be able to understand what change is happening and how that is making a difference to the lives of children and families. We must consider:

- How can we ensure that we have this understanding?
- How progress and impact should be measured in the context of the vast and complex change that is required to deliver the promise?
- What data and information we need to enable the level of understanding required and how we can be sure this reflects what matters to children and families?

The way that data is predominantly used by the 'care system' has evolved within and for the 'system', rather than being founded on what matters to children and families. By emphasising outcomes at the expense of experience it renders lived experience all but invisible. Outcomes are important, but outcomes data alone cannot account for the many factors or processes that have combined and interacted to create them. This makes them an unreliable way to measure change and leads to resources not being put to best use, in services that don't have the right focus or incentives to change.

Put simply, that means that whilst the data that is currently collected can tell a narrow part of a story and can flag where there is risk or changes in patterns, it cannot be the only way the Scotland builds an understanding and picture of change.

This data cannot hold people to account effectively, because being guided by this very partial 'system' story, can lead to an overly narrow understanding of who should be held to account for the changes that need to happen. It risks placing too much responsibility in some places and not enough in others. Often, it allows Scotland to live with the illusion that change is being made and felt by those who need support. Working in this way means the opportunity is missed to engage in a meaningful, impactful way with problems and develop genuine collective responsibility. It creates a culture that pairs accountability and responsibility with risk management and blame, instead of with support and trust. It erodes the very foundations that caring, listening, rights respecting relationships are built on, thus eroding what matters to children and families.

The fallout from this reverberates across the whole spectrum of change that needs to happen - for how data is collected and used - but also for how governance and accountability is understood, how money is used, how services are designed, decisions made and the extent to which legislation acts as a barrier or bridge for all of this change.

None of this is a surprise. The promise and Plan 21-24 were clear that all these aspects of the way Scotland cares for its children need significant transformation and are foundational to the changes needed to #KeepThePromise. However, this *is* a challenge and it has a number of implications for us as members of The Promise Oversight Board and our responsibility to oversee change.

FEEDBACK POINT 10

A good childhood – limitations of the data in reality

Support
A right to an education
Relationships
Brothers and Sisters
Youth justice
Advocacy
Moving On

In 2018-2019 there were 884 cases of school exclusions of children who were categorised as 'looked after'. However, there are differing reporting practices across local authorities, meaning this figure is only indicative. Furthermore, this data is only collected once every two years.

Currently limited national data exists on numbers of brothers and sisters in care or where they live (together or separated).

In 2020, the total average number of children in custody has decreased from 34 in 2019, to 21 in 2020 and the average number of children on remand has decreased from 16 in 2019 to 14 in 2020. The percentage of children on remand has increased from 47% in 2019 to 66% in 2020. This data is published every month by the Children and Young People's Centre for Justice ([link](#)) and provides almost 'live' data on trends, directly relating to Plan 21-24's call to cease placing 16-17 year olds in Young Offenders Institutes ([link](#)). However, it does not give an understanding of what is driving those trends nor whether the promise is being kept to children and young people who told the Independent Care Review that more focus needed to be given to their circumstances, relationships and experiences. Furthermore, with such small numbers involved, how much confidence can there be, that what is being observed represents a genuine shift in culture and approach to the criminalisation of children?

Because of the crucial role played by data in how services are designed, decisions are made and those with responsibility are held to account, in order to #KeepThePromise Scotland must:

- shift how and why data is used in the context of caring for its children and families;
- build a fuller understanding of what data already exists that can support that shift, where it is held and how it can be used or improved to support change;
- provide supportive leadership and an authorizing environment focused on trust, transparency and reflection to hold the space through the transition from the current ways of doing things to new.

In order for The Promise Oversight Board to monitor progress towards #KeepThePromise, we need the outputs from all of these to:

- ensure we are using data that reflects what matters to children and families;
- utilize all available data to paint as complete a picture as possible of the reality of children and families experiences and outcomes;
- hear honest and open reflections from those working on change on the barriers and challenges that are getting in the way.

None of this will happen organically- it all needs work. Some of that work is already underway and we will be drawing on that as it develops to inform our monitoring and reporting.

FEEDBACK POINT 11

Overseeing Change

FEEDBACK POINT 12

Understanding the current picture

The 'care system' is complex and understanding it in detail is foundational to changing it, particularly to being able to change it at pace. We are pleased to see a body of work focused on **mapping and engaging to understand the gaps, barriers, opportunities and roots of the current 'system'**, including a focus on sequencing the parts that need to change first to achieve real and sustainable change.

Place holder - This subsection to cover:

- Mapping of the governance structures and policy coherence - underscored cluttered landscape and need to shift to accountability towards collective accountability to children, young people and their families, away from system.
- graphic showing current mapped accountability framework
- Output of policy mapping:
 - Of the 43 directorates of Scottish Government, 26 have an interest in the implementation of the promise, straddling 49 of 117 policy areas. There are five Cabinet Secretaries and nine Ministers with responsibility to #KeepThePromise.
- Narrative about other current work in Scotland to embed accountability to the care experienced community into services- Champions Boards and Promise Keepers
- The Promise Design school - building services around children, young people and families- collaboratively. With them at the heart not 'done to them'.
- Data mapping project to:
 - Build foundation to shift to 'what matters to children and families'
 - produce a map of data that will support better understanding
 - make visible what the data landscape looks like from the perspective of what matters,
 - share that learning in a way that is as useful and as accessible as possible to all of those working to #KeepThePromise.
- Change Programme provided snapshot of starting point for Scotland, clarity of focus, outline how and what will be measured, the role and responsibilities of The Promise Scotland. Current work to turn into interactive resource
- Constant, iterative process of listening, recording, analysing and presenting Scotland's change stories in order to:
 - Identify barriers and opportunities
 - Join the dots
 - Create the ideas bank

Increasing resource

In parallel, essential work is underway build capacity in the 'system', so that the urgent work of change is supported to progress at pace. There is also work to ensure that those changes are embedded and sustainable and that they do not reproduce the current status quo.

Place holder- This subsection to cover:

- Using the money differently - not in the image of existing 'system', but building on HECM to sustainably shift the way that money is invested. The Promise Scotland is working in 3 local areas (Clackmannanshire, Scottish Borders and North Lanarkshire) focused on three key questions:
 - How are Local Authorities using their resources currently?
 - How do Local Authorities want to use collective resources differently, to deliver improved outcomes and value for money?
 - What do Local Authorities need to do, and what do they need to invest, to get from where they are now to where they need to be in future?
- The Whole Family Wellbeing Fund- £500m is a vehicle to the 5% which is a tool for shifting long stuck behaviour/culture/practice, critical to #KeepThePromise. The slowness to reach and produce a single strategy is causing problems in cross government communication that are currently manageable but won't be much longer and the cross will be made from opportunity to threat.
- The Promise Partnership-The Scottish Government has committed funding through The Promise Partnership. In 2021, approximately £4m of this investment was administered as a catalyst for change through an open and diagnostic call route. Around £3m was allocated through the open call awards of circa £50 000, and £915,000 was allocated to help drive forward 5 big ideas that will #KeepThePromise.
- In October 2021 a further fund of £500,000 was distributed in relation to work to support brothers, sisters' relationships. Applications are currently open for work to deliver change in line with the implementation of outcomes under A Good Childhood. That fund is distributing £3.25million.

Creating meaningful change (working title)

Scotland's children and families cannot wait till 2030 for change. It is as important to improve the experiences and outcomes of those currently in the 'system', as it is to focus on improving the 'system' for those who will need its support in the future.

Place holder- This subsection to cover:

- **Children's Hearing System Working Group**
 - The Hearing System Working Group, Chaired by Sheriff David Mackie will make concrete proposals in 2023 on how the Children's Hearing System should be redesigned to implement the promise and the UNCRC.
 - The group has agreed an 'issues list' and scope of inquiry with substantive work beginning in 2022. It is on track to deliver proposals in 2023.

Assessment on overall progress

Place holder – this section to weave the above together and outline an honest narrative on the bridges and barriers. Hopeful but cautious. Narrative of action TPS must now take to progress, linked to previous point about occupying the gaps, call out tension on this including gaps which it should not have to occupy but where there is no one else entering the space without absenting the system/others of responsibility. To include the point that Scottish Government still has no single strategy for implementation of The Independent Care Review and the immediate priorities under Plan 21-24.

Change Programme ONE assessments:

Work is underway but does not yet appear sufficient	Work is underway	There is little work underway
Support A right to an education Relationships Brothers and sisters Advocacy Moving on Family support Peer and community support Service integration Family therapies Planning Information sharing Workforce values Workforce support Inspection and regulation Policy coherence	Youth justice Physical intervention Investment Trauma informed Ongoing relationships Legislation Children's hearing system Data mapping and collection	Governance structures

Item 5 - A copy of the communications plan as referred to in the minute

Communications - The Promise Oversight Board Report ONE

This paper outlines a general communications approach to the launch of The Promise Oversight Board's first report, coming two years after the conclusions of the Independent Care Review received cross-party and cross-sector support, and a commitment was made to transform the 'care system' for Scotland's children and families.

While the process to finalise **Report ONE** is ongoing, it is not possible to make recommendations on messaging or narrative. The below outline serves to give an indication of the communications plan, which will be updated with messaging and narrative, following further iterations of **Report ONE**.

- **Report ONE**

The commitment to #KeepThePromise is a long-term one, it is not a box-ticking exercise, nor something that will necessarily have a clearly defined beginning, middle and end. Equally, in the early stages of working towards 2030, it is vital to build pace, momentum, and support, which The Promise Oversight Board's annual findings aim to achieve, acting as a national performance monitor for organisations, institutions and individuals straddling the public, private and third sectors.

The very fact that this is the first report of its kind from The Promise Oversight Board will generate media and stakeholder interest. However, it must also be used this as an opportunity to signal that while this is the first, seven more such reports are to come, and in fact, with each year, momentum must build and more measurable detail follow.

This is important to set a positive tone for the first report, whilst acknowledging that certain recommendations of the Independent Care Review are yet to be met. Explaining the complexity of the challenge, and that change is hard, but every step towards keeping the promise matters and is worth the effort.

The core of the narrative should focus on what has been achieved. This must be evidenced by data and clear examples of success. Importantly, however, it should also acknowledge the work still to be done for Scotland to deliver on the promise by 2030 and beyond.

It is up to The Promise Oversight Board to acknowledge what has been achieved thus far whilst looking ahead towards Report TWO, to drive and champion the change that is needed, and was promised to Scotland's children and families in February 2020.

- **Purpose**

The communications plan accompanying the report should mirror the objectives of the report itself; namely, gearing communications to answer the question 'what does this mean in terms of the lives of children and families?' The success of communications, as with the report, will be viewed by audiences principally through that lens.

Secondly, given this moment is an early step on a longer journey towards 2030, there must be preparation to answer, "what good [system / service] change looks like and why it is necessary [for the experiences and outcomes for children and families]" ready to mount a reactive approach if necessary.

- Audiences

Report ONE has two main audiences (as agreed at the conclusion of the Independent Care Review and reiterated at Meeting FIVE) - the Care Community and the Scottish Parliament, and the communication plan's focus is reaching both.

While reaching Parliamentarians will be straightforward, achieving the desirable depth and width of reach with the Care Community is more challenging. The Promise Scotland team will work with Who Cares? Scotland to explore options to speak to their membership and networks, including in Speak Out and consider joint work – maybe including an event. The team will also engage with Champs Boards in advance – many have been producing impactful and creative materials and there could be partnership work to further reach of **Report ONE**.

Fiona will record a video about **Report ONE**, addressing the Care Community directly, for use across social media. The Promise Scotland has a database which will be contacted and encouraged to share it as widely as possible. This will be supported by very short shareable animations and graphics, and accompanied by a powerful and compelling open letter to the Care Community from The Promise Oversight Board, for use in press as well as on social media.

The Promise Scotland team will produce a 'pinky promise' version of the report – accessible and easy to read, pulling out major points in clear, plain English. This will be widely distributed, including to the channels above plus residential homes and secure care, and other settings where children and young people can be reached.

There are also a number of other audiences which can be reached with the communications plan while still adhering to 'one truth'.

(The following organisations will be categorised into primary and secondary targets once the full findings of the Oversight Board's report are known.)

TIER 1 TARGETS: those stakeholders for whom the findings are particularly relevant (experience, area of expertise, or has a direct impact on their work and/or engagement with The Promise Scotland). This is parliamentarians and the Care Community, but also includes (but not limited to) local authorities, professional bodies, practitioners, providers, specific public bodies. *see full stakeholder list in the core communications strategy.

TIER 2 TARGETS: those stakeholders to be informed about the findings of the report, and with whom The Promise Scotland would wish to engage in near future in relation to their contribution towards keeping the promise. For example, think tanks, umbrella bodies, the private sector etc.. *see full stakeholder list in the core communications strategy.

There is also a need to balance The Promise Scotland's engagement with these key audience and **the wider public/children and families** to whom the promise has been made. Public opinion of the success (or failure) to keep the promise matters as it constitutes the ultimate stakeholder group to whom The Promise Scotland, the various government and delivery bodies, and parliamentarians owe their legitimacy. This approach can be agreed at a later date once the contents of the report are closer to completion.

- Timescales

The final report is due to be published in February/March (date tbc) and in preparation for the launch day the following schedule is recommended (with proposed activities subject to expand / change depending on final content)

timeframe	activity
December	<ul style="list-style-type: none"> • Agree communications approach and timescales
January	<ul style="list-style-type: none"> • Report finalised • Key messages and narrative • Proof points/data • Case studies – confirm and brief (recommend having at least two ready ahead of the launch, whose experiences speak to the headline findings of the report) • Engage with Who Cares? Scotland – look for ways to distribute/share report as widely as possible with care community including Speak Out, online, joint event etc • Accessible social media infographics representing key proof points • Social media recording: Fiona Duncan addresses the care community to camera on key findings and what's next. • Board Open letter • Pre-record radio interviews (Q&A with Charlotte Street Partners) • Editor/journalist briefings on Report ONE • Draft press release • Draft <i>The Times</i> Thunderer piece • Draft <i>The Herald</i> Agenda piece • Pitch exclusive broadcast to BBC Scotland with offer to <i>Newsround</i> in addition (alternatively Sky News <i>FYI</i> programme) • Draft blog 1 – Fiona Duncan (pitch to <i>Families</i> magazine) • Draft blog 2 – OB member (care experienced) • Draft blog 3 – Partner organisation (WC?S ...but could also be UNISON, COSLA, third sector? Pitch to <i>Third Force News</i>)
February	<ul style="list-style-type: none"> • Reports (full and accessible 'pinky promise' version) published • Parliamentary debate (tbc) • Parliamentary event • Final report and briefing sent to MSPs • Champs boards all sent pack of full and pinky version. • Full and pinky versions sent to all residential and secure accommodation. • Press release issued under embargo the day before release • Radio pre-records sent to broadcasters under embargo

March

- Develop school/teacher friendly resources (part of a larger #KeepThePromise pack)
- Webinar series on contents of **Report ONE**

- **Target media (not exhaustive)**

National media

- The Daily Record
- The Herald
- Press & Journal
- The Courier
- The Herald
- The Scotsman
- The Times Scotland

Local media

- Edinburgh Evening News
- Glasgow Times
- The Edinburgh Reporter
- Families magazine

Broadcast

- BBC Scotland
- STV
- SKY
- Newsround

Newswires

- Press Association

- **Report ONE and the two-year anniversary of Independent Care Review**

Should the publication of Report ONE and the anniversary coincide, the recommendation is to focus on the findings of The Promise Oversight Board's report, rather than distract from it by marking the anniversary of the Independent Care Review. This position is forward looking, at what can and must be achieved, rather than looking back at what was.

Whilst the anniversary of the Independent Care Review should be acknowledged in communications, positioning the report and its findings as the first of eight – so the start of change, rather than the end – will make it likely to strike the optimum tone in external communications.

For those reasons, The Promise Scotland's Oversight Board and its first report on Scotland's ambition to #KeepThePromise must supersede any focus on the Independent Care Review in all communications.

- **Reactive Q&A**

Potential questions to consider and answer ahead of launch once final report is available.

- How close is Scotland to delivering on the promise?
- This report shows that little progress has been made towards keeping the promise? Why?
OR
- This report shows significant progress, how will you keep the momentum going? What's next?
- The findings show that other organisations are doing the work. What is The Promise Oversight Board / The Promise Scotland doing?
- What is the point of The Promise Oversight Board / The Promise Scotland?
- What is The Promise Oversight Board / The Promise Scotland doing to address the points raised about those organisations or institutions that are not doing their bit to keeping the promise? How will The Promise Oversight Board hold them to account? Is The Promise Oversight Board toothless?
- To keep the promise, significant investment is needed from all corners. How will that be achieved? Where will the money come from?
- What do care experienced people think about the progress to date? Have they been let down? What are the views of care experienced members of The Promise Oversight Board?
- What does the year ahead hold? What do you hope to be reporting on next year in Report 2 and how will you measure success