

the plan



When Scotland established the Care Review driven by those who have experience of care, no other country had ever done it before.

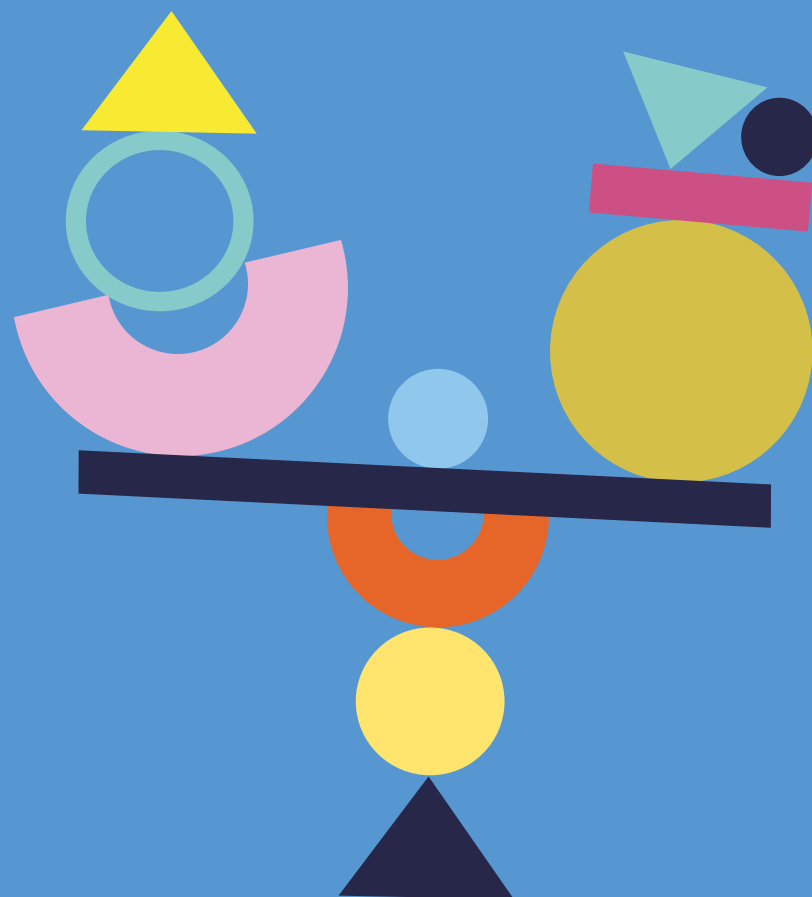
That was bold.

The Promise has come out of a programme of work that involved listening carefully to over 5,500 experiences with over half of those voices belonging to care experienced people. The programme of work involved the curation and commissioning of research, and the development of a detailed understanding of the legislative, policy and practice environment. The Care Review was governed by the care community.

That was an innovative approach for a review to take.

To make **The Promise a reality an equally radical new approach to design and implementation is required.**

Scotland must now come together to collectively make the changes that children, families and the workforce need.



The Foundations

The Promise is built on Five Foundations.

Voice: Children and young people 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 they want and need. There must be a compassionate and caring decision-making culture focussed 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 which 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.

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 Foundations and the associated calls for change in The Promise provide Scotland with a clarity of vision, a shared purpose and clear direction.

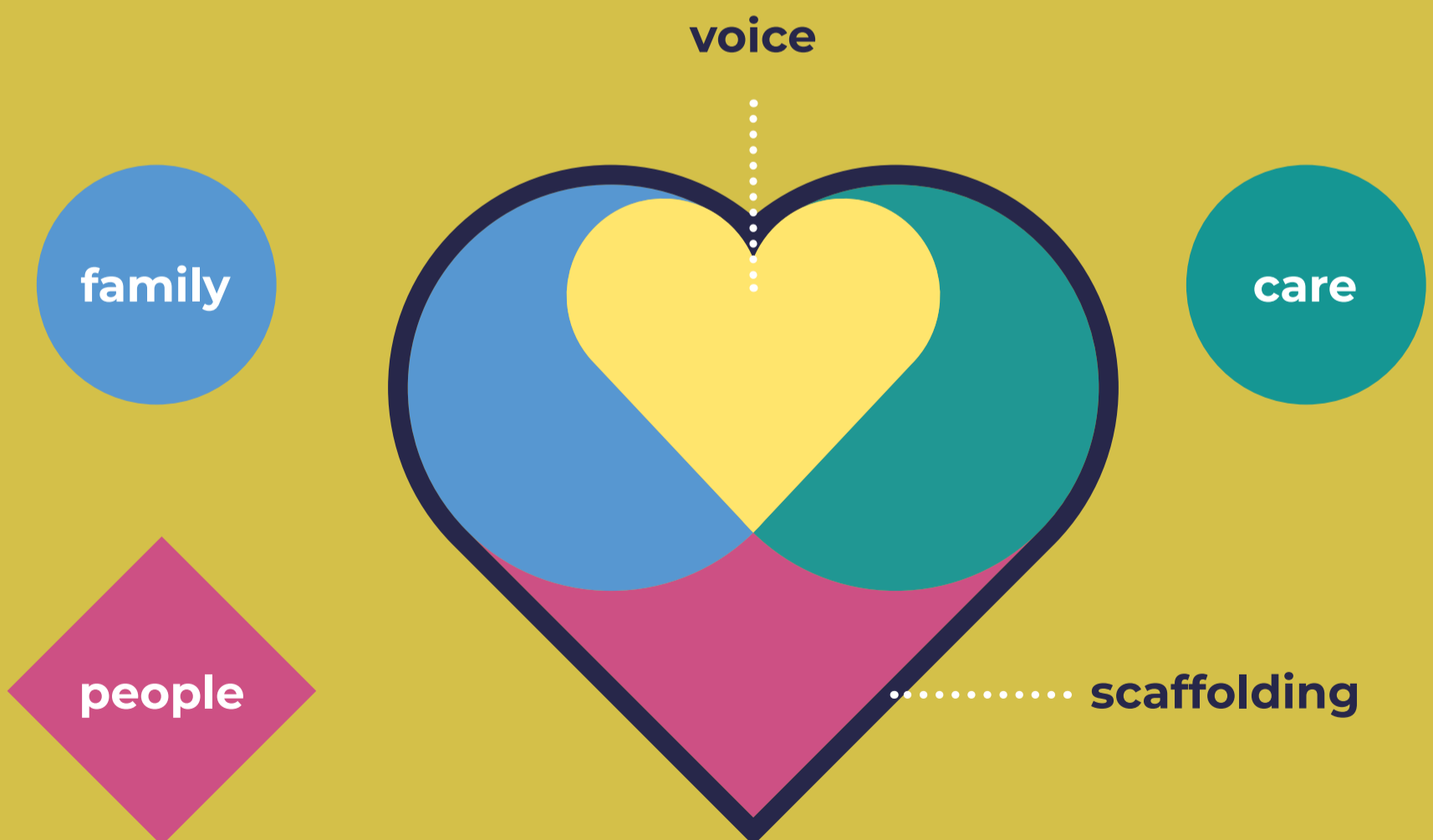
These Foundations must be at the heart of a reorganisation of how Scotland thinks, plans and prioritises for infants, children, young people and families. This requires thoughtful reform including a re-design of current services and establishing new services, always based on meeting the needs of those they exist to serve, rather than the needs of the system. It will also require a shift in the operating culture.

Scotland must never again have to commission a review or a Judicial Inquiry on this scale because participation and listening must form part of everything within Scotland's 'care system'. This will start with how the Care Review's Five Foundations are laid. To do this, Scotland needs a time-bound **Plan**.

A seamless transition out of the Care Review into **The Plan** will maintain momentum and capitalise on the commitment to, and enthusiasm for, change. Change will continue throughout the lifetime of **The Plan**. Scotland will not wait: this change is urgent.

Creating **The Plan** will involve all sectors across the roots and branches of the entire 'care system' including the multiple agencies that commission and operate it. Through working together on a single **Plan** public and third sector collaboration will be strengthened. The voices of care experienced people will continue to be at the centre.

The Plan will lay out the sequencing of change in alignment with national and local priorities.



Design

Critically, in keeping with the methodology of the Care Review and to make sure **The Plan** meets the needs of children and families, they will be central to its creation.

The Plan will be based on the principles of co-design and shared ownership so that those with power and responsibility share the design of new approaches with those with direct lived experience of the current system.

It is important **The Plan** is able to be responsive throughout its lifetime. It must be future-proofed by being clearly aligned to existing work on 'user-centred' approach to service design, providing Scotland with a fast-track to deliver the Scottish Approach to Service Design (SATSD) and the opportunity to make sure the needs of a diverse group of children and families are met by high quality, efficient services.

This will require a design and delivery team which includes people with care experience to ensure the necessary knowledge, and expertise continues to shape **The Plan** which must reflect what matters to the care community.

Through delivering **The Plan**, Scotland will realise the Christie Commission's roadmap to 'better public services' and, as outlined more fully in **The Promise** and **The Money**, prioritise investment in public services with a focus on early intervention.

The timeframe for The Plan has to reflect the urgency for change – children cannot continue to wait. The work of the Care Review's stop-go programme will continue to embed change, develop relationships, and build on the understanding of the bridges and barriers to change.

The Plan will allow sufficient periods for the thoughtful creation and implementation of new fit-for-purpose public services including tests, pilots and roll-out. There will be in-built obsolescence of those services operating at the crisis end of delivery.

Oversight

The creation of an independent oversight body with at least 50% of its members being care experienced including its Chair, will establish a fit-for-purpose governance structure to hold to account those responsible for making change. A report will also be submitted annually to the Scottish Parliament.

This approach will protect the integrity of **The Plan** and ensure the ongoing engagement of the care community.

The independent oversight body will develop, approve and monitor targets across the delivery timeframe to make sure they are comprehensive. Associated pace and performance reviews of the targets will be widely communicated.

The Plan must be realised within its defined timeframe. The independent oversight body must be aligned to these timeframes and cease to exist once the realisation of **The Promise** and a new approach to care have been achieved.

Year One – The seamless transition

April 2020–March 2021

Before the Care Review concludes at the end of March 2020, it will host a planning meeting with agencies with responsibility for delivering the 'care system'. This meeting will increase awareness and understanding of **The Promise** and lay out the schedule to produce **The Plan**. It will also identify the changes which must happen nationally and those that can happen locally and be incorporated effectively into local planning arrangements.

In response to the Care Review, the Scottish Government will resource **The Plan** starting with establishing a team of planners, public service designers and systems-change experts that includes care experienced people to oversee its development.

The schedule of **Planning** meetings will be sequenced with key dates, such as existing national contracts, significant procurement and commissioning arrangements, as well as local planning timeframes. It will also include the optimum date for legislative reform to make sure that **The Rules** are reformed to enable **The Promise**. The process of planning will, no later than November 2020, culminate in one cross-sector, multi-agency, collectively owned **Plan**.

This document will outline how to realise all the calls for action in **The Promise**, laying out and sequencing the breadth of responsibilities across an agreed timeframe, no later than 2030.

The terms of reference for the independent oversight body of **The Plan** will be ratified and an independent Chair and its members recruited.

Budgets

Integral to managing the many competing demands will be appropriate allocation of resources. Realising **The Promise** will require diagonal budgeting so money does not stay in silo budget heads and is re-allocated or co-allocated, including pooled budgets, to prioritise investment in services with a focus on early intervention. **The Plan** will include a model of **The Money** over its duration, quantifying the upfront investment and subsequent savings over time.

There is a need for significant investment at the beginning of **The Plan** to ensure there is the necessary resource to deliver **The Promise**. The conclusion of **The Plan** will allow for any financial implication in 2021/22 to be incorporated.

Where there is an absence of robust data that reflects what matters to the care community, such as on sibling separation, adoption breakdown or school moves, work with relevant agencies will be carried out to ensure the right data is collected to inform future service improvements.

Work will be done to cascade **The Plan** across Scotland and into local planning to shape local practice and involve the vast array of organisations, service providers, professionals and volunteers involved in the lives of children. Local measures and targets will be developed, as will local governance models where appropriate, for example reporting to Champions' Boards.

Between November 2020 and March 2021, the work on a budget for **The Plan** 2021/22 will be undertaken with accelerator funds secured.

It is not possible for the Care Review to detail the remaining nine years of **The Plan**. The following information provides some headlines for the incoming design and delivery team.

Years Two to Four – Bedding Down

April 2021–March 2024

- Early intervention and prevention will become standard with obsolescence of crisis services commenced.
- The necessary legislative reform will be underway to make sure **The Rules** are enabling.
- A practice and culture change programme will be embedded.

Years Five to Seven – Consolidation

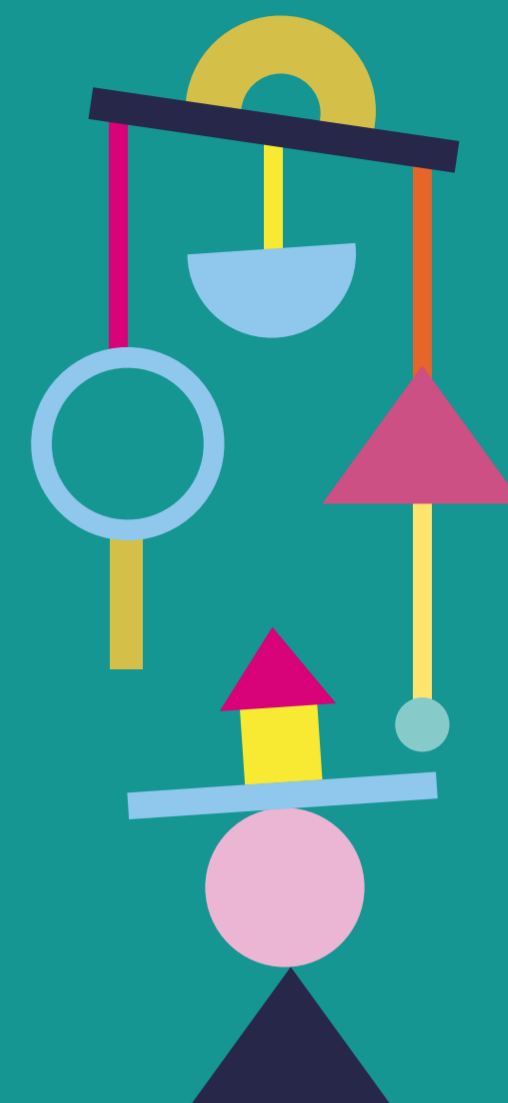
April 2024–March 2027

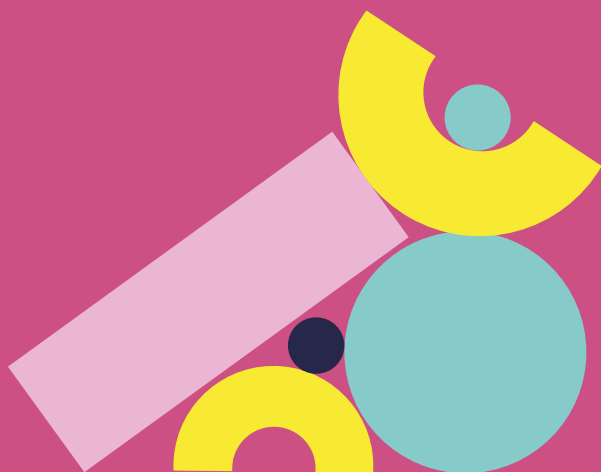
- A midpoint review of **The Plan** will be carried out to ensure pace and performance is on track.
- **The Promise** will be being realised and the impact felt by children and families.

Years Eight to Ten – Continuous improvement

April 2027–March 2030

- All targets will be achieved.
- The majority of crisis services will have become obsolete.
- **The Promise** will be delivered across **Voice, Family, Care, People** and **Scaffolding**.
- The independent oversight body will cease to exist, giving way to a new standard of care.





**“We grow up loved, safe,
and respected so that we
realise our full potential.”**

Scotland's Ambition for children and young people