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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.

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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.

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When Scotland established the Care Review driven by those who have experienced care, no other country had ever done it before. That was bold.

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The Plan will set out the sequencing of change in different environments and experiences, building upon what is currently in place. The Plan will be an outline of the reform of the care system, both for children and those they trust, in which simple ideas are combined with radical new thinking. It will work within the current Care Review governance arrangements.

The Plan will provide clear direction for what the Promise provides and what it means for children and young people, and the workforce. These foundations and the associated calls for change in The Promise are realised.

The Plan will also outline the sequential and co-ordinated changes that are planned to be made to the work of local authorities across Scotland, so that child protection and assessment processes are improved. It will provide clear direction for how local authorities are to work.

The Plan will be a5 document, setting out the rationale and the range of measures that will be introduced. It will be cross-referenced with the Care Review.

The Plan will be a living document and its content will change as new evidence is published. It will be updated in the light of the findings of the Care Review. It is intended to be a working document for the next two years. The Plan will also be our first step to making Scotland a better place for children and young people, and it will only be made better if everyone works together.
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creating the Promise has come at a price, but the care community was able to understand the implications of the legislation and commissioning of services, and the development of the programme of work allowed the Plan to be developed to the highest standard. The Plan is ambitious and is over 5000 pages! These are the Plans that will make The Promise a reality.

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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, prioritise investment in public services with a focus on early intervention.

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.

This timescale will allow for aspects of the ‘care system’ that need more detailed consideration or a change programme to have this focus. For example, The Promise outlines a number of areas where organisations and institutions must radically rethink their underlying purpose and structures, such as a consideration of the role of volunteers with The Children’s Hearings System. That must be done on the basis of evidence and targeted pilots. All further ‘testing’ work must be housed within the work of The Plan. There must be no separate reviews that operate outside the governance and structure of this work.

Over the duration of its lifespan The Plan will flex and respond to change.

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.

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 cross end of delivery.

The Promise

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.
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