

Independent Care Review

(Care Review)

close-down activities

close-down activities – all complete:

- A Care Review **archive** established in Strathclyde University (with necessary Archive and Data Sharing Agreement, Pure Metadata Deposit Agreement etc.)
- An **asset register** compiled of all furniture, technology, equipment and reports – with re-use where possible and storage arranged
- Finalised **2019-2020 budget** process (Care Review was on time and in-budget)
- **Transitioned** three members of the Care Review team to short-term Scottish Government contracts and VQ base (fourth to follow)
- Final **communication** to all stakeholders with opt out option of their automatic data transfer to The Promise
- Care Review [website](#) revised to become an archive with the 500,000 word [Evidence Framework](#) published



The Promise

set-up activities



set-up – complete / ongoing:

- Emerging **The Promise Strategy** with key milestones e.g.
 - reporting to Parliament, recruitment of Oversight Board – autumn 2020; host organisation – Q1 2021 etc.
- Outline governance model for the **Oversight Board** including
 - national and local remit, and powers; ToRs, frequency of meetings etc.
- COVID19 prevented identification of a **host organisation** so agreement for temporary incubation in Scottish Government with work to identify a host from 2021/22 onwards (at the latest)
- **Organogram** for the team, 19 job descriptions drafted (for 24 roles) and benchmarked against Scottish Government salaries with recruitment planned for late July
 - Secondment of the **Chief Design Officer** to The Promise for 50% of her time until March 2021
 - **Deputy Director** appointed to deliver the Scottish Government's response to The Promise



set-up – complete / ongoing:

- Finalised **2020-21 budget**
- (External to Scot Gov) **IT and telephony** set up - website **The Promise** www.thepromise.scot and email fiona@thepromise.scot
 - Provision in place for onboarding new team
- Active participation in the **Leadership Group**
 - And engagement in all activities associated with the Care Review's conclusions such as development of the Families Support Model, support for the thinking on kinship provision, commenting on proposed awareness campaign etc.
- Ongoing engagement with **key stakeholders** (across all areas)
 - With participation in all activities wherever possible and clear communication that The Promise is 'open for business' with full team in place by autumn



Year One – The Seamless Transition: April 2020 – March 2021

Deliverables:

- **The Promise Strategy** consulted on and public:
 - clarity on Year One deliverables and an outline programme of work for years Two, Three and Four with scheduling of priorities, investment etc.
- Planned programme of **system change** and **service redesign**
- **Data and evidence framework** and associated ‘targets’ developed
- Clear and regular **communications** to stakeholders, securing their ongoing engagement and commitment
- Schedule of regular **planning** meetings with all key stakeholders plus planning toolkit, training etc



Year One – The Seamless Transition: April 2020 – March 2021

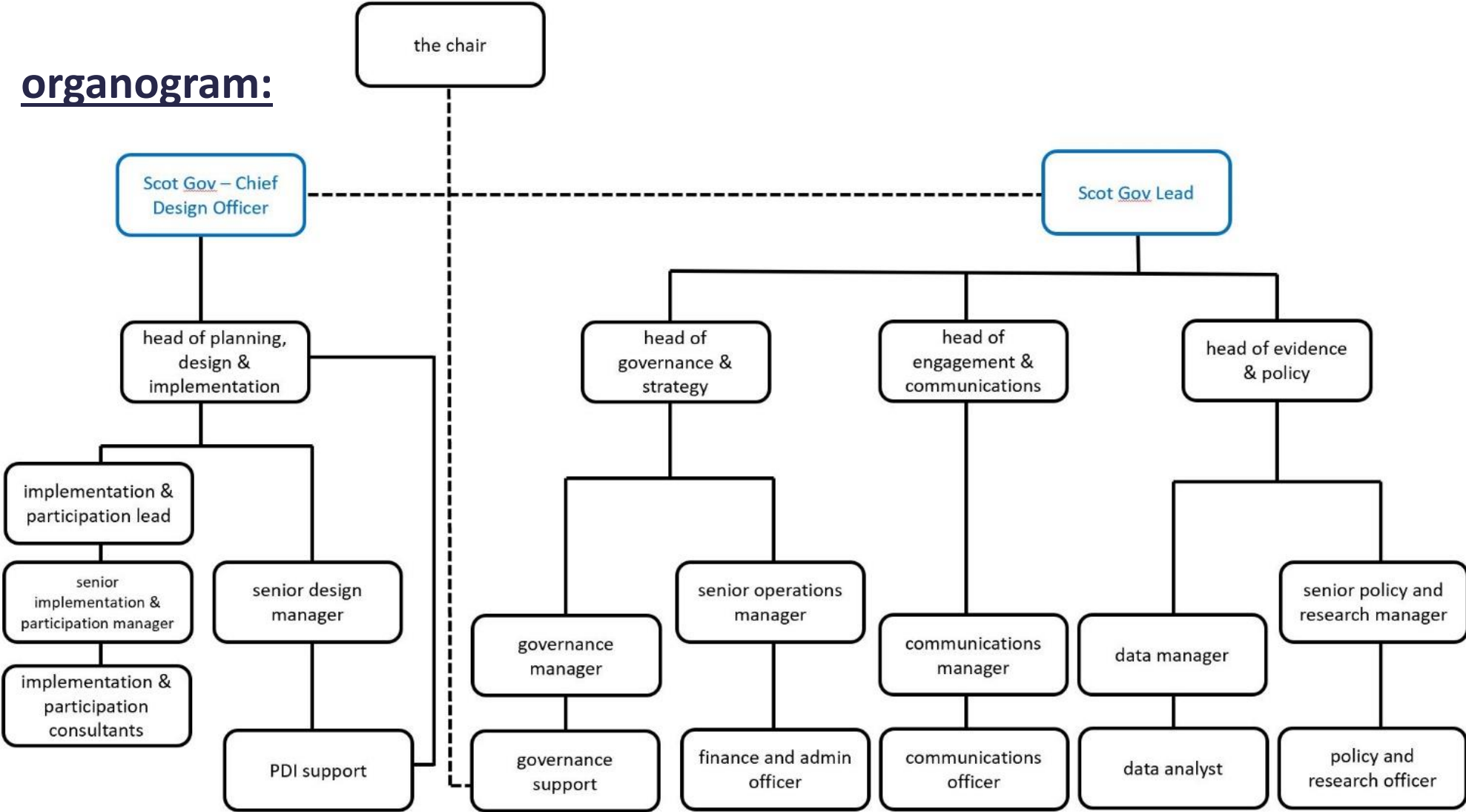
Deliverables:

- **Human and Economic Cost Modelling** (Follow the Money) roll-out planned with utilisation (e.g. exploring pooled budgets)
- Consultation on **governance** and **reporting** concluded an approach established
 - With Oversight Body members in post by autumn, inducted and trained
- Small **staff team** established and trained
 - Short-term contracts and secondments within the Scottish Government (until host is found / new entity set-up). Recruitment, induction and training in place by late 2020/ early 2021
- Identification of **host**, set up of **new entity** from 2021 onwards and **budget** approved for years Two-Four (21/22, 22/23 and 23/24)



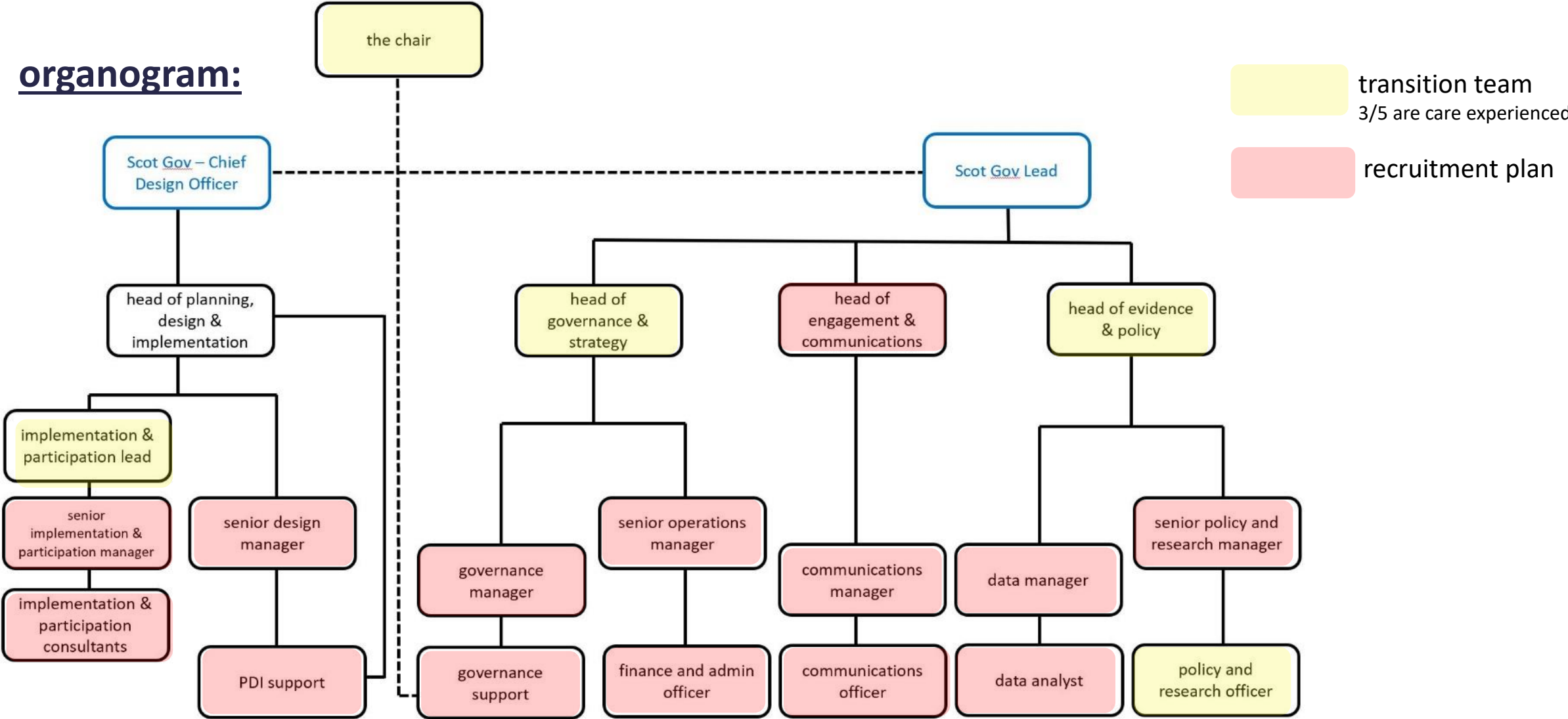
Year One – The Seamless Transition: April 2020 – March 2021

organogram:



Year One – The Seamless Transition: April 2020 – March 2021

organogram:



transition team
3/5 are care experienced

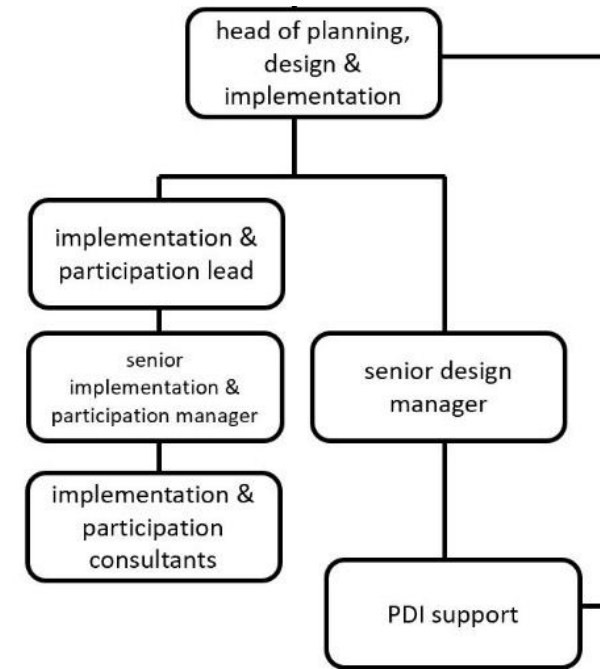
recruitment plan



Year One – The Seamless Transition: April 2020 – March 2021

outputs: planning, design and implementation unit (team of 11)

- Public commitments to Keep The Promise embedded in all national and local plans
- A single operating framework for The Promise resulting in a shared understanding of what the 80+ calls to action mean in practice
- Champion the Scottish Approach to Service Design, ensuring children and families are at the centre of all new service design, delivery and evaluations; and ensure that all tests / pilots reflect the priorities of children and families and the experiences of advocacy organisations
- Establish appropriate time-bound performance frameworks, supporting the determining of national and local baselines, setting of targets and establish measures
- Provision of advice and consultancy, nationally and locally on how to realise commitments, continuing with the appreciative enquiry culture, facilitating self-evaluation, supportive diagnosis of bridges and barriers ultimately embedding improvement methodology and skills and participation to become BaU
- Build communities of interest to share skills and knowledge



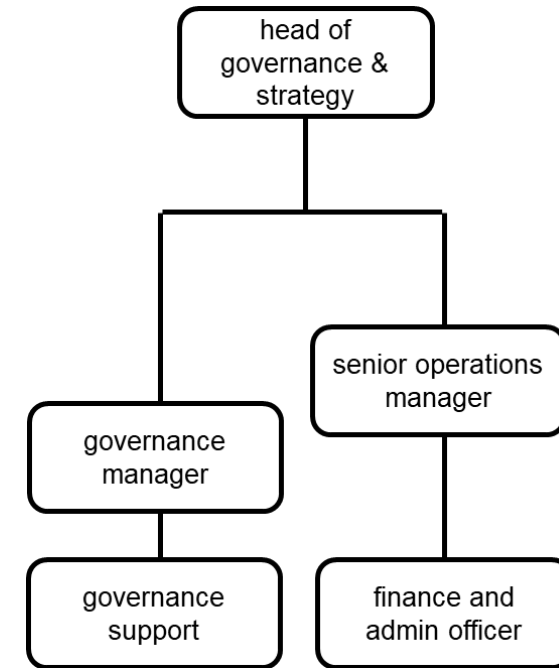
note: 2 managers and 5 I&P consultants



Year One – The Seamless Transition: April 2020 – March 2021

outputs: governance and strategy unit (team of 5)

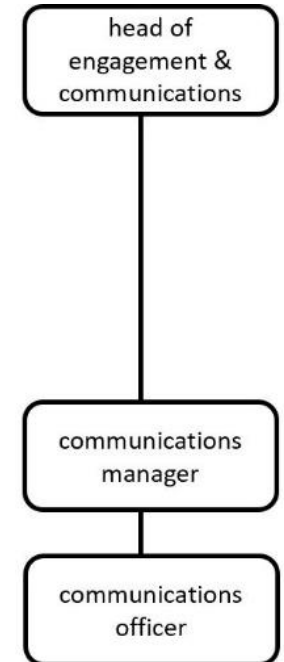
- Overarching timeline for delivery of the Care Review’s vision, The Promise - a strategy for realisation and obsolescence by 2030 detail priorities across the programme of work (e.g. a scheduled plan for service and system design supported by metrics)
- A rolling planning and budgeting processes for full realisation of The Promise (aligned to the 3 x 3 years - Two to Four (Apr 21–Mar 24) Bedding Down; Five to Seven (Apr 24–Mar 27) Consolidation; Eight to Ten (Apr 27–Mar 30) – Continuous Improvement)
- Robust governance and accountability structures realised through a skilled and confident national Oversight Board (with supporting network of local structures if relevant) with an ability to exercise powers (either indirectly via MoUs or directly) with open and transparent recruitment process so membership reflects the lived experience of Scotland’s system of care.
- Programme of transparent pace and performance reporting to care community (national and local) and parliament
- Close management of relationship with relevant (to governance and strategy) partners



Year One – The Seamless Transition: April 2020 – March 2021

outputs: engagement unit (team of 3)

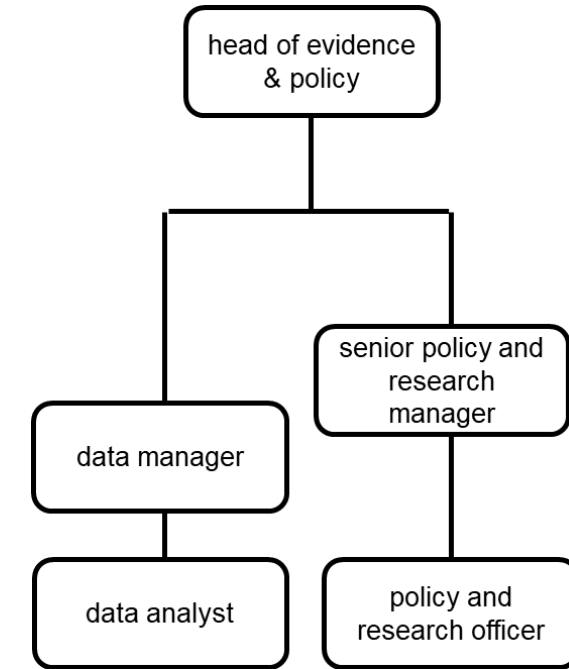
- A national and local pro and reactive engagement plan
 - focussed on raising awareness and disseminating key messages aligned to full realisation of The Promise and delivery of public commitments
 - supported by a rolling communications programme (web, social, press, reports)
 - informed via a key stakeholder matrix, owned by the unit, with scheduled, targeted engagement and retention plan
 - with scheduled knowledge and impact reports and planned inputs into relevant publications and conferences
 - delivering a family of materials with consistent messaging which can be used with a wide variety of stakeholders and reflects changing developments
 - articulated by well-trained, confident spokespeople representing the ‘care community’, with specialisms to support national and local media
- A well-skilled, high performance team who lead on key relationships relevant to The Promise



Year One – The Seamless Transition: April 2020 – March 2021

outputs: evidence and insights unit (team of 5)

- A data and metrics (DAM) framework, aligned to full realisation of The Promise at a national and local level, focusing on measuring and reporting what matters to children and families
- Links between the DAM framework and ‘data holders’, challenging traditional perceptions of what constitutes evidence and data
- Establishment of baselines and a suite of deliverable but stretching national and local targets and measures able to track, monitor and evaluate progress, that set clear standards
- An evidence-base that support evidence-informed decision making internally and externally (e.g. for tests and pilots).
- Provision of knowledge and impact (for reporting and to inform Governance and Strategy)
- Provision of DAM expertise and consultancy, including roll-out of the Human and Economic Cost Model that supports change (e.g. pooled budgets)
- A well-skilled, high performance team



Keeping The Promise will involve everyone, including central and local government, the third sector and care providers. Many are already clear on their role and responsibility and acknowledge the need to change shape including practice and culture.

The commitments to Keep The Promise across Scotland show a clear willingness and readiness to get on with the programme of change required.



The Promise Fund

So far...

The Promise Fund

Will:

- proactively from point of inception, keep the care experienced community at its heart;
- build on the methodology and momentum of the Care Review, working closely with stakeholders committed to change sustaining to develop trusting, open relationships;
- align to The Promise Strategy, recognise the inter-dependencies for implementation, and invest in the priorities for system change and service re-design, in line with the Scottish Approach to Service Design (SAAtSD);
- provide access to financial support as well as the skilled resource and expertise required to realise all 80+ calls to action;
- draw on and augment the Care Review's understanding of the (national and local) bridges and barriers to change to ensure responsive investment in national and local needs and opportunities.



The Promise Fund

A set of **Funding Principles** that children and families will devise and sign off will guide all investment decisions, likely to be based on:

- **Lived experience:** *does this approach honour the agency and life story of the children and young people, and their family (VOICE).*
- **Focus:** *is this work truly meeting the needs of families most at risk of having their children removed; and / or supporting getting families back together (CARE).*
- **Innovation:** *does this approach build the field and / or consider children and families outwith usual categories, i.e. not on the child protection register and / or challenge the barriers such as culture and / or invest in enabling technologies (PEOPLE)*
- **Reach:** *does the investment across the breadth of the funding portfolio reflect a. the greatest need and b. the greatest opportunity for change and / or c. are all parts of Scotland / all parts of the 'system' captured (SCAFFOLDING).*
- **Scalability:** *can this work operate at scale and ultimately reach (all) families it needs to.*



The Promise Fund

In parallel with the development of governance arrangements and Funding Principles, a proportionate funding process will be devised, again to be signed off by children and families.

This is likely to be based on a participatory grant-making model including:

- an open call for applications that meet the Funding Principles
- pro-active seeking out of tests of change that meet the Funding Principles
- with investors in The Promise Fund encouraged to bring suggestion that they're supporting to be rolled out / scaled up
- investment in activity to support whole system change and service re-design within the Funding Principles
 - balance national and local needs that supports system change and service re-design
- value collaboration, purpose driven and continuous improvement.



The Promise Fund

Will

- pro-actively seek out tests of change and invest in scaling these to support wider system change and service delivery.
- also be reactive with an open call for ideas that demonstrate alignment with Funding Principles and meet SAtSD criteria.

All local authorities and voluntary organisations that have made a public commitment to 'Keep The Promise', that have embedded this in their strategies and plans and are demonstrating changes will be eligible to seek funding.

But grants will not provide substitute funding for commissioned services or offset statutory responsibility.



The Promise Fund

Throughout The Promise Fund will work in close partnership with stakeholders including local authorities, charities, and others to ensure a fair funding allocation. Consideration will be given to management of any conflicts of interest.

The first phase of The Promise Fund will frontload investment in family support (service), and system adjacencies, to fit with the sequencing of the Care Review implementation and unlock the entire programme of change that The Promise called for. This will aim to create an enabling environment to drive the structural changes that will make sure that family support can be delivered as a “whole system” approach. Bringing together the expertise of all sectors and ensuring services are restorative in their approach to supporting those affected by the crisis is critical to effective delivery.

