

Consultation document

Ready to Act

A transformational plan for children and young people requiring support from allied health professionals (AHPs)

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

August 2015

Contents

Executive summary	3
Introduction.....	5
The role of allied health professionals (AHPs)	5
The proposed transformational plan for children and young people accessing AHP services	6
This consultation.....	7
Responding to this consultation	7
Handling your response	8
1. Background and context.....	10
2. The five ambitions	13
2.1 Access	13
Ambition.....	14
Proposals.....	14
2.2 Early intervention and prevention.....	15
Ambition.....	16
Proposals.....	16
2.3. Partnerships and integration	17
Ambition.....	18
Proposals.....	18
2.4 Participation and engagement	19
Ambition.....	20
Proposals.....	20
2.5 Leadership for quality improvement	21
Ambition.....	21
Proposals.....	22
3. Implementation and governance	23
Annex. Respondent information form.....	25

Executive summary

This is the first children and young people’s services plan in Scotland to focus on the support provided by allied health professionals (AHPs). The plan sets the direction of travel for the design and delivery of AHP services to meet the well-being needs of children and young people. It is underpinned by the Children and Young People (Scotland) Act 2014, the principles of Getting it Right for Every Child (GIRFEC) and the United Nations Convention on the Rights of the Child.

Our ambitions are focused on AHPs working with children and young people, their parents, carers, families, stakeholders and communities to improve their well-being. The proposed plan highlights the critical place of prevention and enablement and promotes least intrusive interventions through a tiered model of service design and delivery (universal, targeted and specialist levels of provision) directly linked to well-being outcomes.

The plan sets out five key ambitions for AHP services for children and young people based on the outcomes they, their parents, carers, families and stakeholders told us mattered to their lives. The key ambitions are shown in the table below.

Table. The five ambitions of the children and young people’s services plan

Issue	Ambition
Access	All children and young people in Scotland will access AHP services as and when they need them, at the appropriate level to meet their well-being needs, with services supporting self-resilience through consistent decision-making.
Early intervention and prevention	Every child will have the best possible start in life, with AHP services using an assets-based approach to aid prevention through universal services and supportive nurturing environments at home, nursery and school.
Partnership and integration	Children and young people and their families will have their well-being outcomes met at the most appropriate level through the creation of

	mutually beneficial, collaborative and supportive partnerships among and within organisations and communities.
Participation and engagement	Children and young people's views will be asked for, listened to and acted upon to improve individual and environmental well-being outcomes and AHP services.
Leadership for quality improvement	Children and young people and their families will experience services that are led by AHPs who are committed to a leadership and quality improvement approach that drives innovation and the delivery of high-quality, responsive, child-centred care.

This proposed transformational plan creates a map for all AHP services for children and young people and provides an opportunity to engage those families we are currently not reaching.

Children and young people's services are one component of those delivered by AHPs in Scotland. It is critical going forward that we share workstreams with colleagues and partners in adult services throughout people's lifetimes. Practitioners in all service areas are delivering interventions to achieve preventative, enabling and rehabilitation outcomes, sharing access, workforce resources and data across services. It is essential that we work collaboratively to achieve the best possible outcomes and learn from interventions being tested in other areas.

The achievement of the ambitions in the proposed plan will deliver transformational service change, building on successes and best practice in partnership with practitioners in social care, education and the third sector. It will enable AHP practitioners and leaders to deliver person-centred, effective and quality services for the children and young people of Scotland.

Introduction

The role of allied health professionals (AHPs)

AHPs are a distinct group of health and social care practitioners¹ who apply their expertise to diagnose, treat and rehabilitate people. They work with a range of technical and support staff to deliver direct patient care and provide rehabilitation, self-management support, enabling and health improvement interventions.

AHPs' expertise in rehabilitation and enablement will be key to supporting the Scottish Government's *2020 Vision* (currently being reviewed and revised)² of everyone being able to live longer, healthier lives at home or in a homely setting.

The National Delivery Plan for AHPs in Scotland, *AHPs as Agents of Change in Health and Social Care*,³ was published in 2012. The National Delivery Plan, as it has come to be known, aims to maximise AHPs' contribution and effectiveness by:

- empowering strong professional leadership
- enabling the development of integrated teams across health and social care services to support continuous improvement
- developing innovative new models of care and fully utilising innovation in health technology
- creating added value beyond health and delivering excellent outcomes for all people who use services and their families and carers
- providing effective, efficient solutions to the challenges of delivering national policies within financial constraints
- strengthening partnerships with the third sector and other agencies.

The National Delivery Plan applies to all AHPs in Scotland, which is particularly important as health and social care partnerships emerge. It evolved following a process of national consultation which provided strong support for the vision and direction of travel from a wide range of stakeholders.

¹ The twelve allied health professions are: arts therapies; dietetics; occupational therapy; orthoptics; paramedics; podiatry; physiotherapy; prosthetics and orthotics; diagnostic and therapeutic radiography; and speech & language therapy.

² Access at: <http://www.gov.scot/Topics/Health/Policy/2020-Vision>

³ Access at: <http://www.gov.scot/resource/0039/00395491.pdf>

One of the National Delivery Plan's key actions, Action 4.1, is that:

AHP directors will work with AHP leads for children's services and AHP leads in social care to develop a transformational children's and young people's service plan to meet the evolving needs of this care group and to provide an equitable and sustainable national model that reflects the early years agenda and the move towards integration of health and social care.

This proposed transformational plan begins the process of achieving this action from the National Delivery Plan.

The proposed transformational plan for children and young people accessing AHP services

First, we should explain what we mean by "transformational".

There is a critical difference between a plan for change and a plan for transformation. Transformation is not simply about implementing shifts in practice. It is about identifying and carrying out a series of inter-related and interdependent initiatives designed to achieve change in the services we provide.

This transformational plan sets high-level ambitions that will impact significantly on the way services are delivered and experienced. It is underpinned by a fundamental shift in the ways AHPs working with children and young people think about themselves as practitioners, their relationships with children and young people, parents, carers, families and stakeholders, and their current and historical ways of designing and delivering services.

Making this transformational plan a reality for AHPs working with children and young people will require them to be dissatisfied with the ways things are now, commit to culture change and accept that the way things are and have been is no longer acceptable.

Quality and innovative practice is already happening in AHP services for children and young people in Scotland, but levels of inequality of access to services and variability in decision-making in relation to prioritisation and capacity allocation also exist. The proposed transformational plan sets out to deliver the triple aim included in the *Route Map to the 2020 Vision for Health and Social Care*⁴ of increasing population health,

⁴ Access at: <http://www.gov.scot/Resource/0042/00423188.pdf>

improving individual care and reducing costs through improvement. These aims are key to the ambitions of the plan and the measures required to create change.

This consultation

This consultation document has evolved through a process of engagement involving AHP leads in the AHP Children and Young People's Forum, children and young people, parents, carers and families all of whom have actively participated in the development of the ambitions. A consultation by Children in Scotland⁵ in 2014 culminated in a report based on the views of children and young people, their parents, carers and families: the recommendations and highlights from this report are embedded throughout the proposed plan and are directly linked to each of the ambitions.

What has emerged is, we believe, a transformational plan that presents a bold vision for services that will meet the needs of children and young people. The proposed plan is truly transformational in that it requires leaders and practitioners to transform the way services are designed and delivered.

The process of engagement will continue and extend to a broad range of key stakeholders and groups during the consultation period, which will run until 30 October 2015.

There has been general consensus among key stakeholders that the broad direction of the plan is right, but we want to consult further on:

- the plan's overall structure and approach;
- the five ambitions – are they sufficiently ambitious, are they achievable, and are there any significant gaps that need to be addressed?
- prioritisation to support local implementation.

Responding to this consultation

We are inviting written responses to this consultation by 30 October 2015.

Please send your response with the completed [Respondent Information Form](#) (see "Handling your Response" below) to: CNOPPPAdmin@scotland.gsi.gov.uk

⁵ Access at: <http://www.childreninScotland.org.uk/>

or by post to:

*Julie Townsend
Scottish Government Health Directorate
Directorate for Chief Nursing Officer, Patients, Public and Health
Professions
GE16, St Andrew's House
Regent Road
Edinburgh
EH1 3DG*

If you have any queries, please contact Julie Townsend on 0131 244 3739.

This consultation, and all other Scottish Government consultation exercises, can be viewed online on the consultation web pages of the Scottish Government website at:

<http://www.scotland.gov.uk/consultations>

Handling your response

We need to know how you wish your response to be handled, and, in particular, whether you are happy for your response to be made public. Please complete and return the [Respondent Information Form](#) which is attached as an annex to this paper as this will ensure that we treat your response appropriately. If you ask for your response not to be published we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would have to consider any request made to it under the Act for information relating to responses made to this consultation.

Where respondents have given permission for their responses to be made public and after we have checked that they contain no potentially defamatory material, responses will be made available to the public in the Scottish Government Library ([see attached Respondent Information Form](#)). These will be made available to the public in the Scottish Government Library by 31 December 2015. You can make arrangements to view responses by contacting the library on 0131 244 4556. Responses can be copied and sent to you, but a charge may be made for this service.

What happens next?

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us to reach a decision on the content of the final Transformational Plan for Children and Young People, which will be published in December 2015.

1. Background and context

The policy and legislative landscape in Scotland is an exciting one for children and young people, representing possibilities for delivering real change for them, their parents, carers, families, stakeholders and communities. The Scottish Government's strategy for making Scotland the best place in which to grow up has the potential to truly transform the lives of children and young people.

The Children and Young People (Scotland) Act 2014⁶ establishes a legal framework within which services will create new and dynamic partnerships to support children, young people and families to achieve meaningful well-being outcomes. These outcomes include what has come to be known as the SHANARRI indicators of well-being⁷ – that is, ensuring that children and young people are **Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included**. AHPs play a key role in children and young people achieving well-being outcomes through developing their resilience and creating protective environments to enable participation and self-reliance.

The Act also places in statute key elements of Getting it Right for Every Child⁸ – known as GIRFEC – which is a major ongoing change management approach that is familiar to all leaders and practitioners working in children and young people's services in Scotland. The GIRFEC focus is on promoting, supporting and safeguarding well-being and reporting on well-being outcomes.

The need to have well-being as a central focus of this plan is self-evident. The duties in the Children and Young People (Scotland) Act 2014 require significant shifts in mindsets towards a focus on early intervention and prevention, and highlight the need to develop and deliver accessible services in communities for all children and young people.

*Towards a Mentally Flourishing Scotland*⁹ set out strategies for infants' and children and young people's mental health, clearly articulating new ways of working that are closely aligned to the ambitions outlined in this proposed plan.

⁶ Access at: <http://www.legislation.gov.uk/about/how-we-need-to-work-asp/2014/8/contents/enacted>

⁷ Access at: <http://www.gov.scot/Topics/People/Young-People/gettingitright/well-being>

⁸ Access at: <http://www.gov.scot/Topics/People/Young-People/gettingitright>

⁹ Access at: <http://www.gov.scot/Publications/2009/05/06154655/0>

A practice shift towards resourcing and developing early and preventative interventions and service delivery across AHP services for children and young people was implicit in the findings of the Commission on the Future Delivery of Public Services in Scotland,¹⁰ which called for a radical change in the design and delivery of services, with child-centred service provision, effective partnerships and early intervention and prevention.

The Early Years Collaborative¹¹ has committed to make Scotland the best place in the world to grow up by reducing inequalities. The ambitions in this proposed plan must have this aim at their foundation and enable practitioners to make the changes required locally to ensure its achievement.

Significant progress has been made in developing innovative services at universal, targeted and specialist levels (see Box below), with a commitment to partnership working in delivering training and education and developing nurturing environmental change for children and young people at home, nursery, in education settings and the community.

Universal, targeted and specialist levels

Universal level

This is for all children and young people. It recognises that a preventative approach and promoting well-being for parents and children and young people is an essential role for AHPs. AHPs working at universal level will provide information and literature, direct parents, carers, families and others to the best evidence-based information available, input to activities and programmes organised by others to improve skills and confidence, work with partners to increase participation, and support the development of nurturing environments.

Targeted level

Services and provision at this level are for children and young people (and their parents, families, carers and other stakeholders) who are more likely to be identified as having well-being needs. Services would include specific advice, programmes, workshops and learning, and support to improve well-being.

Specialist level

This level is for those children and young people whose well-being needs cannot be met through universal or targeted provision. It would usually involve episodes of direct or indirect intervention involving parents, carers, families and others with the ultimate outcome of promoting self-reliance and resilience through an assets-based approach.

¹⁰ Access at: <http://www.gov.scot/About/Review/publicservicescommission>

¹¹ Access at: <http://www.gov.scot/Topics/People/Young-People/early-years/early-years-collaborative>

AHPs in services for children and young people currently provide evidence-informed interventions across all ages and in different locations. The main aims of these services are to support:

- children, young people and their families to self-manage their concern and needs
- other individuals involved with the child or young person to promote, support and safeguard well-being.

This proposed plan builds on this strong foundation to support AHPs in children and young people' services to transform their practice by taking different actions from those they would have taken in the past.

Transformed AHP services for children and young people are needed to support the policy and legislative foundation described earlier. This plan proposes to achieve this through ambitious action and commitment to ensure AHPs are sufficiently skilled and supported to deliver quality services. A radical agenda of reviewing and shifting practice across AHP services for children and young people is required, involving collaboration with community planning partnerships, social care and third-sector partners. Policy-driven changes will be supported locally by lead AHPs and AHP board directors linking to local children's services planning.

2. The five ambitions

Children and young people, their parents, carers and families told us what mattered to them through the Children in Scotland survey in 2014. The five ambitions follow on from the survey and provide the foundations for transformational outcomes for children and young people.

The ambitions cover:

- access
- early intervention and prevention
- partnership and integration
- participation and engagement
- leadership for quality improvement.

2.1 Access

Access is broader than service provision and includes:

- access to information (which is not only about information being presented in understandable ways, but also about ensuring children and young people have time to think about and understand it)
- timely services
- provision of support and strategies to promote self-management
- education and skills development for partners
- new ways of organising and delivering services
- flexible working (such as twilight clinics for children who are in school and evening workshops for parents, carers and families).

Children and young people need to have responsive services that are appropriate to their needs and which they, their parents, carers and families can access in a timely manner to request assistance to meet their well-being needs. The key issues underpinning this ambition include:

- waiting list prioritisation and validation
- prioritisation of requests for assistance and caseloads on the basis of well-being and impact
- adoption of a national approach to requests for assistance
- review and testing of current requests for assistance and access practices

- a mandatory requirement for services to enable self-requests for assistance
- education to promote community understanding of the value of changes in service delivery
- understanding of how people want information to be presented.

Ambition

All children and young people in Scotland will access AHP services as and when they need them, at the appropriate level to meet their well-being needs, with services supporting self-resilience through consistent decision-making.

Proposals

We aim to achieve the ambition by:

- understanding what is currently available for parents, carers families and stakeholders to meet their needs before they are referred to services
- making access to self-requests for assistance mandatory across all AHP services for children and young people
- developing a national AHP resource for all children and young people, their parents, carers and families to be delivered as standard across Scotland to support self-management prior to requests for assistance
- further developing and testing the concept and use of triage to enable consistent decision-making at the time of requests for assistance
- gathering baseline data from services on their current responses to requests for assistance
- supporting partners through a comprehensive approach to developing competence, knowledge and skills
- understanding the differences in numbers of children and young people on AHP active caseloads and the variations in the amount of time they receive in active interventions
- scoping current prioritisation of requests for assistance and moving towards a standard national approach
- testing methods of understanding and responding to children and young people's perceptions of well-being
- sharing and developing new ways of working
- ensuring effective AHP collaboration in mental health services for infants and children and young people and access to AHP services for children and young people experiencing mental health issues

- measuring changes in waiting times and the adoption of national approaches to requests for assistance
- gathering data that supports the value of AHPs' early intervention and prevention activities based on well-being outcomes
- developing IT infrastructure and use of technology across services
- developing shared ambitions with partner agencies
- sharing, testing and disseminating others' successes.

Our questions are:

Are these the right proposals?

What support might AHPs need to deliver these actions?

2.2 Early intervention and prevention

In committing to a systematic shift in culture of practice to embrace early intervention and preventative strategies in service delivery, AHP services for children and young people in Scotland will progress the universal aspects of the Children and Young People (Scotland) Act 2014. AHPs need to adopt an enabling approach that promotes self-resilience and allows children and young people, parents, carers and families to feel confident and competent in self-management, seeking assistance from AHPs as needed.

AHPs will work collaboratively and in partnership with children and young people, parents, carers, families, stakeholders and communities to understand what is needed to improve well-being outcomes, agreeing specific services at universal level. Focused work will be undertaken to support and strengthen early intervention, creating a national approach to developing nurturing environments (at universal level).

The focus for all children and young people who access AHP services will be on promoting their well-being and enabling them to self-manage their condition(s)/problem(s). Potential outcomes of early intervention and prevention include:

- everybody involved with children and young people changing their behaviour and practice
- resources being redirected to creating nurturing environments for children and young people's well-being at nursery, school and home children and young people, parents, carers, families and stakeholders accessing and using the proposed national foundation AHP resource as and when they need to

- an increase in schools with nurturing environments influenced by effective collaboration with AHPs, children and young people, parents, carers and families
- nursery workers reporting increased confidence in managing well-being concerns
- more parents, children and young people accessing the early intervention help they need as and when they require it
- children and young people, parents, carers and families reporting increased confidence and self-reliance in managing their well-being.

Ambition

Every child will have the best possible start in life, with AHP services using an assets-based approach to aid prevention through universal services and supportive nurturing environments at home, nursery and school.

Proposals

We aim to achieve the ambition by:

- ensuring universal services are consistent across Scotland
- scoping the current provision of universal and targeted interventions across AHP children and young people's services
- increasing appropriate access to interventions at universal and targeted levels of service as needed for improved well-being outcomes
- directing resources to support changes in environments
- agreeing key messages and specific offers to support early intervention and prevention
- building on and learning from what we hear from children and young people, parents, carers, families and stakeholders about services
- ensuring that services deliver focused support for looked-after and accommodated children and young people in line with specific references in the Children and Young People (Scotland) Act 2014
- supporting children and young people and their families to develop the knowledge and skills to make informed decisions, coordinated and tailored to individual needs
- collaborating with mental health services for children and young people to jointly support early intervention and prevention for those experiencing mental health issues

- acknowledging the place of AHPs in early intervention and prevention with young people at risk of entering the youth justice system.

Our questions are:

Are these the right proposals?

What support might AHPs need to deliver these actions?

2.3. Partnerships and integration

Partnership-working needs to be at the heart of everything AHPs do in services for children and young people. AHPs will create mutually beneficial partnerships with children and young people, their families and carers and within and between partner organisations.

We will recognise the existing opportunities created by partners in the third sector within local communities, which will enable us to work collaboratively to improve population and individual well-being. Children and young people and their families will be supported to develop knowledge, skills and confidence to more effectively manage and make informed decisions about their health care, which will be coordinated and tailored to individual needs.

The Scottish Government's *Guidance on Partnership Working between AHPs and Education* document¹² outlines the positive impact of good partnership working on outcomes for children and young people in an education environment. Cooperative strategic support for collaborative working across education, health, social care and the third sector is required to develop joint learning initiatives and opportunities that improve interagency working.

Research has identified challenges and barriers to partnership-working. These are reflected in AHP services for children and young people locally in relation to engaging and including AHPs in the children and young people's policy agenda and involving and collaborating with social care colleagues working in local authorities.

The Public Bodies (JointWorking) Scotland Act 2014¹³ has established a framework for integrating health and social care. Not all local partners have decided to include children and young people's services at this stage of the integration process, but where integration of children and young people's services has been included, the ambitions of this

¹² Access at: <http://www.gov.scot/Publications/2010/05/27095736/0>

¹³ Access at: <http://www.legislation.gov.uk/asp/2014/9/contents/enacted>

proposed plan and its associated actions will be jointly owned by health and social care.

Active and creative collaboration with partners in the third sector will be an essential requirement for the achievement of the ambitions in the proposed plan. Third sector organisations have well established relationships and partnerships with and in local communities: AHPs working in children and young people's services will utilise these to successfully implement the plan.

Opportunities for joint learning and shared outcomes in relation to children and young people's well-being cannot be missed. A commitment to addressing this inequality is an essential objective of the proposed plan.

Ambition

Children and young people and their families will have their well-being outcomes met at the most appropriate level through the creation of mutually beneficial, collaborative and supportive partnerships among and within organisations and communities.

Proposals

We aim to achieve the ambition by:

- sharing good-practice examples of collaboration from areas in which it is working well
- collaborating to develop shared well-being outcomes in the single child's plan introduced by the Children and Young People (Scotland) Act 2014
- building on third-sector community relationships to support shared well-being outcomes
- agreeing key indicators for effective partnership-working
- working with partners in acute paediatric and adult community services to ensure effective transitions for children and young people, parents, carers and families
- ensuring that AHP reviews and redesigns of services are undertaken in collaboration with parents and stakeholders
- building on existing Early Years workstreams locally, using learning to inform practice development in other areas
- reviewing, updating and expanding the Scottish Government *Guidance on Partnership Working between AHPs and Education* in line with current children and young people's policy and legislation, including third sector and social care guidance

- establishing local cross-agency forums that include children and young people to support implementation of this plan
- utilising the knowledge, skills and established partnerships of third sector organisations to support implementation of the plan
- developing creative collaborative partnerships with colleagues in health and social care to deliver to the duties of the Children and Young People (Scotland) Act 2014 and implement the plan.

Our questions are:

Are these the right proposals?

What support might AHPs need to deliver these actions?

2.4 Participation and engagement

“It may be best to assume that all children of whatever age are capable of contributing to discussions concerning their lives.” (Davis & Watson, 2000) ¹⁴

Children and young people have a right to be listened to, taken seriously and have their views respected. Adults working with children and young people must ensure this happens consistently: they have a responsibility to do so under the United Nations Convention on the Rights of the Child¹⁵ (reinforced by specific duties in the Children and Young People (Scotland) Act 2014), a core principle of which is a commitment to giving children and young people the opportunity to participate in the decisions that affect them and to be agents in their own lives. This is crucial to the successful achievement of well-being outcomes for children and young people: in addition, the Getting it Right for Every Child practice model and “*My World Triangle*”¹⁶ clearly identify the importance of placing the child at the centre of partnership working.

AHP services for children and young people will address the challenge of active engagement. They will produce evidence to show that the views of children and young people, particularly those who have disabilities, influence decision-making and that what matters to children and young people is evidenced through their therapy outcomes. We will have compassionate conversations with children and young people and

¹⁴ Access at:

http://www.research.ed.ac.uk/portal/files/11892934/Disabled_children_s_rights_in_every_day_life.pdf

¹⁵ Access at: <http://www.unicef.org/crc/>

¹⁶ Access at: <http://www.gov.scot/Topics/People/Young-People/gettingitright/national-practice-model/my-world-triangle>

develop participative environments in which can engage in meaningful ways.

We will adapt and change practice to support cultures that enable real participation, eliciting and acting on feedback from children and young people. The impact of changes will be measured through children and young people's reported experiences of participating and engaging with AHP services.

Ambition

Children and young people's views will be asked for, listened to and acted upon to improve individual and environmental well-being outcomes and AHP services.

Proposals

We aim to achieve the ambition by:

- committing to produce evidence that children and young people's perceptions of well-being are integral to decisions taken at every stage in their involvement with AHP services
- understanding what well-being measures are currently being used by AHP services for children and young people
- agreeing participation measures across AHP services for children and young people
- producing evidence of increased similarity between NHS boards in levels of children and young people's participation in decisions about their care
- focusing as a priority on engagement with young people in decisions that affect their lives
- promoting awareness of children and young people's rights and participation methods among the AHP children and young people's workforce
- using parents' and children and young people's stories of their experiences of participation to further upskill AHPs across services for children and young people in Scotland and influence future decisions about our ways of working
- exploring the key skills that enable compassionate communication and participation
- creating environments in which participation and participative relationships are possible.

Our questions are:

Are these the right proposals?

What support might AHPs need to deliver these actions?

2.5 Leadership for quality improvement

The AHP National Delivery Plan highlighted the importance of strong leadership to drive innovation and the delivery of high-quality responsive services developed around individuals' needs. Implementation of the proposals in this AHP children and young people's plan will require strong leadership to drive service change and ensure children and young people have access to a national, equitable and sustainable service model.

Action 4.1 of the National Delivery Plan highlighted the requirement for each NHS board to have an identified AHP children and young people's lead. Most boards now have such a lead in place, although roles and remits vary considerably.

AHP children and young people's leads must be able to provide strategic leadership and demonstrate the ability to influence a wide range of stakeholders, including AHPs working in children and young people's services, health, education, justice, social care and the third sector to ensure effective and appropriate utilisation of AHP children and young people's services. Engagement with the AHP National Lead for Children and Young People and the AHP Children's Services Forum is a key focus. Leads must also have strong links with their AHP director, who will be accountable for implementation of the transformational plan for children and young people.

The AHP National Lead for Children and Young People will work jointly with the AHP GIRFEC Implementation Lead at Scottish Government and AHP directors. AHP board leads for children and young people will commit to improving quality and creating a local infrastructure to support the sustainability of improvement in practice.

Equity in NHS boards' commitment to the AHP children and young people's lead role is essential. Inequalities between boards will impact on the readiness of AHP leaders to play their part in implementing the Children and Young People (Scotland) Act 2014.

Ambition

Children and young people and their families will experience services that are led by AHPs who are committed to a leadership and quality improvement approach that drives innovation and the delivery of high-quality, responsive, person-centred care.

Proposals

We aim to achieve the ambition by:

- providing training that will help to make quality improvement sustainable across AHP services for children and young people in Scotland
- understanding the need for AHP children and young people's leads to be able to reflect with their peers
- developing AHP children and young people's leads' skills in leading for improvement, in collaboration with NHS Education for Scotland
- producing evidence of quality leadership in service change and activity in relation to implementation of the ambitions of this plan
- supporting AHP children and young people's leads in effectively representing AHPs for children and young people strategically across partnership agencies
- facilitating NHS board recognition of the AHP children and young people's lead role.

Our questions are:

Are these the right proposals?

What support might AHPs need to deliver these actions?

3. Implementation and governance

Ready to Act is a transformational action plan for children and young people involved with AHP services that will require strong leadership for quality improvement. The AHP National Lead for Children and Young People will provide support and leadership nationally for implementation of the plan, with advocacy and facilitation around operational elements provided by a nominated AHP director.

Locally, AHP directors will be accountable for implementation of the plan, but it is expected that AHP children and young people's leads will be given authority to drive forward activities for local implementation in partnership with stakeholders. Board AHP children and young people's leads will be responsible for developing implementation plans and reporting against improvement activity in relation to the five ambitions, answering the following questions.

- How are we doing?
- How do we know?
- What can we do differently to speed up implementation?

Activities to achieve the ambitions will be tested in pilot sites.

Peer support will continue to be provided through the AHP Children's Services Forum, which has representation from each territorial NHS board, NHS Education for Scotland and discrete service areas (such as children and adolescents' mental health services).

Working groups will be established nationally to take forward priority actions that will impact across AHP services for children and young people in Scotland. Local working groups will test and produce evidence of change in relation to improvements required to achieve the five ambitions.

AHP services for children and young people will collect data on change and report regularly on their improvement journey. This emerging evidence of transformational change will influence new developments across services going forward to 2020. There will be a requirement for self-evaluation of practice and service provision to ensure high-quality collaborative service delivery.

This commitment to evidencing and reporting change will deliver improved quality and evidence-informed change across AHP services for children and young people in Scotland.

Annex. Respondent information form

Ready to Act: A transformational plan for children and young people accessing allied health professional (AHP) services

Please Note this form **must** be returned with your response to ensure that we handle your response appropriately

1. Name/Organisation

Organisation Name

Title Mr Ms Mrs Miss Dr *Please tick as appropriate*
Surname

Forename

2. Postal Address

Postcode	Phone	Email

3. Permissions - I am responding as...

Individual <input type="checkbox"/>	/	Group/Organisation <input type="checkbox"/>
<i>Please tick as appropriate</i>		

(a)	Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?
	<i>Please tick as appropriate</i> <input type="checkbox"/> Yes <input type="checkbox"/> No
(b)	Where confidentiality is not requested, we will make your responses available to the public on the following basis
	<i>Please tick ONE of the following boxes</i>
	Yes, make my response, name and address all available <input type="checkbox"/>
	<i>or</i>
	Yes, make my response available, but not my name and address <input type="checkbox"/>
	<i>or</i>
	Yes, make my response and name available, but not my address <input type="checkbox"/>

(c)	The name and address of your organisation will be made available to the public (in the Scottish Government library and/or on the Scottish Government web site).
	Are you content for your response to be made available?
	<i>Please tick as appropriate</i> <input type="checkbox"/> Yes <input type="checkbox"/> No

(d)	We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?
	<i>Please tick as appropriate</i> <input type="checkbox"/> Yes <input type="checkbox"/> No



© Crown copyright 2015

OGL

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-78544-597-2 (web only)

Published by The Scottish Government, August 2015

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS55630 (08/15)

W W W . G O V . S C O T